AGENDAS/MINUTES OF THE MEETINGS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, January 18, 1991
8:00 a.m.
HAMILTON CONVENTION CENTRE
Room 314

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Election of Officers - 1991 — Attachment 1

2. Appointment of 1991 Committee Membership and Election of Committee Officers

3. Board and Standing Committee Meeting Schedule : Board Agenda — Attachment 3

4. Correspondence — Attachment 4

4.1 The Chairman's Report - January 1991
: Alderman Gallagher

5. Minutes of Regular Session, December 21, 1990 — Attachment 5

5.1 Errors or Omissions
5.2 Motion to Approve

6. Business Arising From the Minutes

6.1 H.E.C.F.I. Comprehensive Audit Steering Committee Referral — Attachment 6.1

audit report coded separately as CA4ONHBLV89 90 R21

7. Committee Reports/Minutes

The regularly scheduled Standing Committees did not meet over the holiday season. Committee reports will be presented to the February Board.

8. New Business

8.1	1991 Operating Budget Overview	Staff Presentation
8.2	Revisions to Purchasing Policy	Attachment 8.2
8.3	Donated Wine Request : Ontario Recreation Society Annual Conference	Attachment 8.3
8.4	Community Dinner : Purchase of Board Tickets B'Nai Brith Sports Celebrity Dinner	Attachment 8.4

9. Other Business

10. Date of Next Meeting

Friday, February 15, 1991
8:00 A.M.
Location : To Be Announced

11. Motion to Adjourn

January 13, 1991
Patricia Bennett
Secretary to the Board of Directors

OUTSTANDING BUSINESS

Attachment 1

1. Election of Officers - 1991

Hamilton
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MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: January 11, 1991

SUBJECT: **1991 ANNUAL MEETING :**
- VOTING PROCEDURES
- BACKGROUND INFORMATION

The following is voting criteria which is forwarded to you simply as a reminder of procedures to be followed during the election of officers and committee memberships:

(i) Someone other than a Board Member must assume the Chair for the purpose of the election of the Chairman; thereafter the elections may be conducted by the newly elected Chairman;

(ii) Upon request by any Director of the Board, the balloting for elections shall be by secret ballot;

(iii) Should only one person be nominated for a position then that person is declared elected by acclamation;

(iv) In order for an individual to become elected there must be a majority vote. If all members are not in attendance then the majority decreases accordingly;

(v) Should two or more individuals be nominated, no majority is reached and the individual with the least number of votes is dropped from the ballot. This procedure is continued until a majority is reached;

(vi) Should a tie vote occur, a second ballot is taken. If the results of the second ballot remains a tie, the officer is elected by means of a draw by lot;

(vii) Directors must be present in order to vote; proxy votes are not permitted;

(viii) Directors may be elected/appointed if he/she is absent from the meeting. (A letter of acceptance or some other means of conveyance of acceptance should exist).

For your information enclosed is a historical record of officers and committee membership from 1984 to 1990.

Aside from the election of Chairman, First and Second Vice-Chairmen, membership of seven (7) committees (Operations, Marketing and Sales, Finance and Administration, Special Audit, Copps Coliseum, Hamilton Convention Centre and Hamilton Place Committees) must be established and their Chairmen and Vice-Chairmen appointed/elected.

Please note that the Chairman of the Board and the Mayor are ex-officio members with voting authority on all Committees.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

Hamilton
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1990
Board of Directors
Hamilton Entertainment and convention Facilities Inc.

Alderman J. Gallagher, Chairman
Mr. F. DeNardis, First Vice-Chairman
Alderman D. Agostino, Second Vice Chairman
Mayor R. Morrow
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. N. Levitt
Mrs. M. Dow
Mr. G. Kay
Mr. W. Tidball
Ms. A. VanDuzer
Mr. M. Ryder
Mr. W. McFarland
Mr. A. DiIanni

Finance & Administration Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman of the Board
Mr. F. DeNardis, Chairman
Mr. W. McFarland, Vice Chairman
Alderman T. Jackson
Alderman W. McCulloch
Ms. A. VanDuzer

Copps Coliseum Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman of the Board
Alderman T. Murray, Chairman
Mr. G. Kay, Vice Chairman
Alderman D. Agostino
Mr. W. McFarland
Mrs. M. Dow
Mr. M. Ryder

Marketing & Sales Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman of the Board
Mrs. M. Dow, Chairman
Mr. M. Ryder, Vice Chairman
Alderman D. Drury
Alderman D. Agostino
Mr. W. Tidball

Hamilton Place Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman of the Board
Alderman H. Merling, Chairman
Mrs. M. Dow, Vice Chairman
Alderman W. McCulloch
Alderman T. Jackson
Ms. A. VanDuzer
Mr. F. DeNardis

Operations Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman of the Board
Alderman T. Murray, Chairman
Alderman H. Merling, Vice Chairman
Mr. G. Kay
Mr. N. Levitt
Mr. A. DiIanni

Hamilton Convention Centre Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman of the Board
Mr. W. Tidball, Chairman
Mr. N. Levitt, Vice Chairman
Alderman T. Jackson
Alderman D. Drury
Mr. M. Ryder

Special Audit Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman of the Board
Mr. W. McFarland, Chairman
Mrs. M. Dow
Mr. M. Ryder

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1989
Board of Directors
Hamilton Entertainment and Convention Facilities Inc.

Alderman J. Gallagher, Chairman
Mr. W. McFarland, First Vice Chairman
Alderman D. Agostino, Second Vice Chairman
Mayor R. Morrow
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. T. Casey
Mr. N. Levitt
Mrs. M. Dow
Mr. F. DeNardis
Mr. G. Kwiatowski
Mr. W. Tidball
Ms. A. VanDuzer
Mr. P. Cowell

Executive Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
Mr. W. McFarland, Vice Chairman
Alderman T. Murray
Mr. N. Levitt
Alderman W. McCulloch
Alderman D. Agostino

Special Audit Committee

Alderman J. Gallagher
Mr. W. Tidball, Chairman
Mr. W. McFarland

Copps Coliseum Committee

Mayor R. Morrow
Alderman J. Gallagher (Board Chairman)
Alderman T. Murray, Chairman
Mr. P. Cowell, Vice Chairman
Mr. W. McFarland
Alderman D. Agostino
Mr. G. Kwiatowski
Mr. T. Casey

Hamilton Convention Centre Committee

Mayor R. Morrow
Alderman J. Gallagher (Board Chairman)
Mr. N. Levitt, Chairman
Mr. W. Tidball, Vice Chairman
Ms. A. VanDuzer
Mrs. M. Dow
Alderman D. Drury

Hamilton Place Theatre Committee

Mayor R. Morrow
Alderman J. Gallagher (Board Chairman)
Alderman W. McCulloch, Chairman
Alderman H. Merling, Vice Chairman
Alderman T. Jackson
Mrs. M. Dow
Mr. F. DeNardis
Mr. W. Tidball

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1988
Board of Directors
Hamilton Entertainment and Convention Facilities Inc.

Alderman B. Hinkley, Chairman
Mr. T. Yates, First Vice Chairman
Alderman J. Gallagher, Second Vice Chairman
Mayor Robert Morrow
Alderman T. Murray
Alderman R. Wheeler
Mr. T. Casey
Mr. S. Cino
Mr. W. McFarland
Dr. C. Bart
Mr. D. Beattie
Mr. N. Levitt
Mrs. M. Dow
Mr. F. DeNardis

Note: Mr. Yates resigned in June, 1988; Dr. Bart in September. Messrs. Tidball and Kwiatowski were appointed to the Board in October, 1988. Alderman Gallagher moved to the position of First Vice Chairman.

Executive Committee

Mayor R. Morrow
Alderman B. Hinkley, Chairman
Mr. W. McFarland, Vice Chairman
Alderman T. Murray
Mr. T. Yates
Alderman J. Gallagher
Mr. S. Cino

Note: Alderman Wheeler replaced Mr. Yates.

Special Audit Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Mr. W. McFarland, Chairman
Mr. S. Cino
Dr. C. Bart

Dr. Bart was not replaced.

Copps Coliseum

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Alderman T. Murray, Chairman
Mr. D. Beattie, Vice Chairman
Mr. W. McFarland
Mr. N. Levitt
Mr. T. Casey
Alderman J. Gallagher

Hamilton Convention Centre Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Mr. T. Yates, Chairman
Alderman Wheeler, Vice Chairman
Mr. D. Beattie
Mr. F. DeNardis
Mrs. M. Dow
Mr. N. Levitt

Note: Mr. Kwiatowski replaced Mr. Yates; Alderman Wheeler was appointed Chairman; Mr. Levitt, Vice Chairman.

Hamilton Place Theatre Committee

Mayor R. Morrow
Mr. S. Cino, Chairman
Dr. C. Bart, Vice Chairman
Mr. F. DeNardis
Mr. T. Casey
Mrs. M. Dow
Alderman R. Wheeler

Note: Mr. Tidball replaced Dr. Bart.
A Vice Chairman was not appointed.

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1987
Board of Directors
The Hamilton Entertainment and Convention Facilities Inc.

Alderman B. Hinkley, Chairman
Mr. T. Yates, First Vice Chairman
Alderman J. Gallagher, Second Vice Chairman
Mr. D. Braley
Mayor R. Morrow
Alderman T. Murray
Alderman R. Wheeler
Mr. T. Casey
Mr. S. Cino
Mr. D. Hector
Mr. W. McFarland
Dr. C. Bart
Mr. D. Beattie
Mr. N. Levitt

Copps Colieum Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Alderman T. Murray, Chairman
Mr. D. Beattie, Vice Chairman
Mr. W. McFarland
Alderman J. Gallagher
Mr. T. Casey
Mr. D. Braley

Hamilton Convention Centre Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Mr. T. Yates, Chairman
Alderman R. Wheeler, Vice
Chairman
Mr. D. Beattie
Mr. N. Levitt
Mr. D. Braley

Hamilton Place Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Mr. D. Hector, Chairman
Mr. S. Cino, Vice Chairman
Alderman R. Wheeler
Mr. T. Casey
Dr. C. Bart

Audit & Finance Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Mr. W. McFarland, Chairman
Dr. C. Bart, Vice Chairman
Mr. D. Hector
Mr. S. Cino
Mr. N. Levitt

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1986
Board of Directors
Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman
Alderman B. Hinkley, First Vice Chairman
Mr. T. Yates, Second Vice Chairman
Mayor Robert Morrow
Alderman T. Murray
Alderman R. Wheeler
Alderman J. Gallagher
Mr. T. Casey
Mr. S. Cino
Mr. D. Hector
Mr. W. McFarland
Dr. C. K. Bart
Mr. D. Beattie
Mrs. J. Gowland

Copps Coliseum Committee

Mayor R. Morrow
Mr. D. Braley
(Board Chairman)
Alderman T. Murray, Chairman
Mr. D. Beattie, Vice Chairman
Mr. W. McFarland
Alderman J. Gallagher
Mr. T. Casey

Hamilton Convention Centre Committee

Mayor R. Morrow
Mr. D. Braley
(Board Chairman)
Mr. T. Yates, Chairman
Alderman R. Wheeler, Vice Chairman
Mr. D. Beattie
Mrs. J. Gowland
Alderman B. Hinkley

Hamilton Place Committee

Mayor R. Morrow
Mr. D. Braley
(Board Chairman)
Mr. D. Hector, Chairman
Mr. S. Cino, Vice Chairman
Alderman R. Wheeler
Mr. T. Casey
Dr. C. Bart

Audit & Finance Committee

Mayor R. Morrow
Mr. D. Braley
(Board Chairman)
Mr. W. McFarland, Chairman
Dr. C. Bart, Vice Chairman
Mr. D. Hector
Mr. S. Cino
Alderman B. Hinkley

Hamilton Entertainment and Convention Facilities Inc manages and operates The Hamilton Convention Centre Hamilton Place Theatre and Copps Coliseum on behalf of The Corporation of The City of Hamilton

Hamilton
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1985
Interim Board
Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman
Mr. J. Jaggard, First Vice Chairman
Alderman D. Gray, Second Vice Chairman
Mayor R. Morrow
Alderman J. Bethune
Alderman B. Hinkley
Alderman T. Murray
Mr. T. Casey
Mr. D. Hector
Mr. W. McFarland
Mr. R. Wheeler
Mr. T. Yates
Mr. P. Valariano
Mr. S. Cino

Trade Centre Arena Committee

Alderman D. Gray, Chairman
Mr. P. Valeriano, Vice Chairman
Mr. S. Cino
Mr. T. Casey
Mr. R. Wheeler
Mr. W. McFarland
Mr. J. Jaggard
Alderman T. Murray

Finance & Audit Committee

Mr. W. McFarland, Chairman
Alderman T. Murray
Mr. D. Hector

Hamilton Place Committee

(May, 1985)

Mr. D. Hector, Chairman
Mr. R. Whynott
Mr. S. Cino
Mr. F. DeNardis
Mr. J. C. Jaggard
Mr. B. B. Shekter
Mr. M. C. J. Watson
Alderman V. Agro
Alderman B. Charlton
Alderman M. Kiss
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Murray

Hamilton Convention Centre Committee

(May, 1985)

Mr. D. Braley, Chairman
Mr. K. L. Clark
Mr. W. B. Stetson
Mrs. J. A. Street
Mr. M. Waxman
Mr. T. Yates
Alderman J. A. Bethune
Alderman B. Hinkley
Alderman H. Merling

Note: The Members of both Committees were Members of the former Boards of Directors for Hamilton Place Theatre and The Hamilton Convention Centre.

Hamilton
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1984 (June, 1984)

Interim Board

The Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman
Mr. J. Jaggard, First Vice Chairman
Alderman D. Gray, Second Vice Chairman
Mayor R. M. Morrow
Alderman P. J. Peterson
Alderman B. Hinkley
Alderman T. Murray
Mr. T. Casey
Mr. S. Cino
Mr. D. M. Hector
Mr. W. H. McFarland
Mr. P. O. Valeriano
Mr. R. Wheeler
Mr. T. Yates

Trade Centre Arena Committee

Alderman D. Gray, Chairman
Mr. P. Valeriano, Vice Chairman
Mr. S. Cino
Mr. R. Wheeler

Finance & Audit Sub-Committee

Mr. W. McFarland, Chairman
Alderman T. Murray
Mr. D. M. Hector

3. Board and Standing Committee Meeting Schedule : Board Agenda

Hamilton
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MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: January 14, 1991

SUBJECT: **1. BOARD AND STANDING COMMITTEE MEETING SCHEDULE**
2. BOARD AGENDA

RECOMMENDATIONS:

1. THAT EFFECTIVE FEBRUARY 1ST, 1991 THE BOARD APPROVE THE FOLLOWING PROPOSED, AMENDED BOARD AND STANDING COMMITTEE SCHEDULE:

THE BOARD MEETING TAKE PLACE EVERY FOURTH FRIDAY; and

THE STANDING COMMITTEES TAKE PLACE THE THIRD WEEK OF EACH MONTH, (Tuesday at 12:00 Noon, Wednesday at 12:00 Noon, and Thursday at 12:00 Noon).

2. THAT THE BOARD AGENDA BE CONDENSED AS FOLLOWS:

(i) TO INCLUDE STANDING COMMITTEE RECOMMENDATIONS ONLY (excluding background information which will be forwarded with the Committee agendas); and

(ii) TO EXCLUDE THE CIRCULATION OF COMMITTEE MINUTES (Committee minutes to be circulated with Committee agendas to all Board Members).

BACKGROUND:

- In respect of the Board and Standing Committee schedule, it is believed that a change to the current Board and Standing Committee meeting schedule will result in a more timely, efficient reporting process.

- The proposed, amended schedule provides that Standing Committees meet the week prior to the Board meeting. In order to provide an efficient schedule in which corporate decisions can be made on a timely basis, all Standing Committee meetings should take place before monthly Board meetings. The decrease in the time frame in which Standing Committees meet and the full Board meets, will also decrease the necessity of management having to present "walk-on" items to Board meetings.

- Currently, two of the Standing Committee meetings (Operations and Marketing and Sales) take place in the week directly following the monthly Board meetings. The third (Finance and Administration) takes place during the week prior to the Board meeting. This results in a three week delay in obtaining formal Board approval of recommendations.

- The foregoing schedule does not interfere with either of the City's or Regional's Standing Committee schedules.

- The proposed revision to the Board agenda would result in committee recommendations, exclusive of background information, information items and committee minutes, being forwarded to the full Board, making the Board agenda a much less bulky, more concise document.

- Backup information and committee minutes would be circulated with the Committee agendas to Committee Members as well as the remaining Board Members. It is anticipated that full discussion and review of each recommendation will take place at the Committee level, thereby streamlining the process at the full Board level.

- This process would also eliminate confusion caused when Committee minutes which are two months old are circulated (as information) to the Board.

- In summary, both recommendations are designed and proposed in an effort to ensure that only accurate, timely information is being sent to the Board.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

4. **Correspondence**

4.1 The Chairman's Report - January 1991 : Alderman Gallagher

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Tel. 416/527-7900

THE HECFI CHAIRMAN'S REPORT - JANUARY 1991

A great deal has been said, written and many questions raised, about HECFI'S efficiency over the past two years.

Some, have seized on this opportunity to accuse the current Board of Directors and more specifically the Chairman, of causing instability in our organization. Nothing could be further from the truth. New directions, initiated during the past two years, have laid a solid foundation on which HECFI can build a successful future.

HECFI'S problems began before the Board was created. In fact, the Board and its many talented employees, have never had a chance to function at peak performance. Our organizational structure created internal turmoil, empire building, and led to lost revenues. In addition, duplication wasted hundreds of thousands of tax dollars.

This current Board has taken a number of positive steps to rectify the situation. Continued restructuring in our organization is needed to build a fiscally responsible operation. As we proceed through these changes we must continue to provide our arts and cultural community the opportunity to flourish and deliver entertainment and convention services that all Hamiltonians can be proud of.

November 29, 1983, City Council appointed an advisory group to review and make recommendations on the trade centre/arena project, including a management and administration structure; policies and procedures for operation and marketing of the facility and an operating budget.

Mr. W. H. McFarland was retained as a consultant to prepare and present a report that was submitted in January of 1984. Mr. McFarland's excellent report is thorough, covering a large number of matters. I will focus on the management aspect as this is the area of concern.

It is interesting to note that in 1984, much public controversy was generated, at the suggestion that Hamilton Entertainment and Convention Facilities Incorporated be created with a single management composition for Hamilton Place, the Convention Centre and the Arena. The complaint that Hamilton Place and the Convention Centre would lose their identity taking second place to a hockey arena, appears to be the motivation for the protest.

This outcry resulted in City Council approving an organizational structure that appeared, on the surface, to be single in nature. In fact, each of the facilities and their Committees, were provided with autonomy and the ability to appeal to City Council if they did not agree with HECFI Board decisions. This flaw, in the HECFI legislation, has been the root cause of most of our management problems to date.

How this predicament developed is curious. A mid October 1983 report from City CAO, Lou Sage, offers the following reasoning to the decision makers:

> "There now exists a Board for Hamilton Place and a separate Board for the Convention Centre. Organizational co-operation between the Trade Centre/Arena, Hamilton Place and Convention Centre is Imperative."

Mr. Sage goes on to explain the benefits of a single management structure and is strongly recommending that the arena sub-committee support this approach.

A subsequent report, from Mr. Sage, dated October 27, 1983 points out:

> "the Sub-committee is faced with two alternative forms of organization. The traditional organizational structure would require a person to handle each of the three facilities as a direct operating line function."
>
> "The disadvantages to this approach would be the continuing need to ensure that they co-operate rather than compete as would be the case if the three facilities remain separate."

Mr. Sage's favoured organizational chart is very similar to the recommendations put forward early last year by Mr. Macaluso and very close to the proposals of our recent comprehensive audit.

Sections 7,8 and 9 of Mr. McFarland's January 1984 report deal with the issue of management and organizational structure for our three facilities. The summary, attempts to leave it to the discretion of the reader to come to their own judgment. After careful analysis, it's not difficult to reach the same conclusion as Mr. Sage. Organizational co-operation is imperative for cost savings, team management and success.

Sound advice. What went wrong? How did we end up with an organizational structure that on the surface, was a single operation, but was in effect a house divided?

City Council and the Hamilton Place Board were in direct conflict in 1984 and 1985 prior to Provincial approval of City Council's request to create the HECFI Board. The record, and numerous newspaper articles reflect the mood, at that time. In addition the General Manager of Hamilton Place was publicly reprimanded, by the Mayor, for meeting with the Minister of Citizenship and Culture along with a former Chairman of the Hamilton Place Board. In this article, published October 10, 1985, Then CEO of HECFI, Brian Conacher, is quoted as saying:

> "obstacles and roadblocks have been placed at every turn...to destroy HECFI before it gets formally started." "procedural debates, multiple levels of approval, red tape, delays, have all combined to make decision making a bureacractic nightmare and has created the worst scenario possible."

The newspaper reporter, David Estok, summarizes:

> "The reprimand, combined with complaints by Brian Conacher...illustrate glimpses of a behind-the-scenes battle over the future of the theatre complex."

This is just a small sampling of the Political and staff meddling that created the current problems that HECFI faces today. The wounds inflicted in 1984 and 85 are still festering.

You would think that after all of this that the Board and Council would have put it behind them and forged ahead to make HECFI successful. No such luck. It got worse.

The opening of Copps Coliseum and its initial "honeymoon success" served to smooth troubled waters, but Staff infighting was more intense than ever. It just wasn't as noticeable.

Bill PR 34 was finally approved by the Provincial Legislature on December 18, 1985. The final draft had little resemblance to the original recommendation put forward by the City's CAO. The only components to survive the wrath of its opponents were Marketing and Finance. The CEO's position and the idea of general management had been circumvented by a provision allowing each of the newly created facility committees to bypass the Board, going directly to City Council if they disagreed with a position taken by the Board. A majority decision by a facility committee would constitute a minority of the Board. The threat of using this provision by some senior staff was a very destabilizing force within our Management team. The situation has become more manageable since the Board set up working committees by function.

Additional impediment in our ability to earn income developed when HECFI chose, at its meeting on November 13, 1987, to disband the Marketing Department and have each Facility Director responsible for the marketing of their facility. This decision resulted in our managers at Hamilton Place and Copps Coliseum competing for bookings. The end result of this internal competition was that Concert Productions International was offended and stopped doing business with HECFI causing a reduction in business and revenue in the years 1988 and 1989. Mr. Sage's 1983 prediction had come true.

Much to our credit, HECFI re-created a centralized marketing department and hired a Director. Since that time, our future looks much brighter. Copps Coliseum has entered into a contract, with C.P.I., guaranteeing a minimum annual $200,000.00 profit for the years 1989-90 and 91 for events booked by this firm. The Director of Marketing and Sales is investigating the possibility of using a similar method for the booking of Hamilton Place that will provide general entertainment as well as uphold our Arts and Culture mandate.

Since hiring Gabe Macaluso, the CEO'S position has become a strong positive force within HECFI. Securing control of our business affairs has been his number one priority. Mr. Macaluso has been able to accomplish centralized marketing and general administration, resulting in a more efficient cost saving operation. All the while avoiding overt attempts by a few of his most senior management team members to undermine his efforts. The usual method being a political or citizen member of the Board being told or given contradicting information that would prime them to question Mr. Macaluso's actions at Committee and Board meetings.

There are times when outside influences attempt to take advantage of this situation. Recently a Board member undertook to accompany a client into the Marketing offices while a demand was being made that staff not follow policy with respect to a deposit. The Director of Marketing and Sales was required to step in and solve the problem. I have been advised by one of the employee's present that the Board members attendance was very intimidating. This is just one example of many, of this type of activity. Some staff and clients, that are close to Board Members, knowing this weakness, exploit it, to serve their own needs. Team management is not possible as long as incidents such as this continue to occur.

Some Board Members, both political and citizen, as well as a few City Councillors, not on the Board, are being manipulated to raise matters that are of personal interest to an employee or client and usually not in the best interest of HECFI.

Political intervention, by the Chairman, in day to day operations is a charge that I find most baffling. Those who choose to make this claim are either very naive or find it convenient to blame all of our problems on an easy target. I can assure you, it has been my practice, to bring problems raised by people in our organization to our CEO'S attention with the request that he deal with it in the appropriate manner.

Often, if an employee is unhappy with the outcome, the same issues are raised by a Board Member at a later date. Counter productive incidents like this must come to an end if we are to provide the support necessary for our CEO to function effectively. Conducting business in this fashion only serves to undermine the authority of our Chief Executive Officer and is one of our most pressing problems.

"HECFI made a profit before 1988." This is another misrepresentation that I find exasperating. HECFI has never made a profit. Our only chance to turn it around is to continue on the coarse set during the past two years. As a matter of fact, it used to be the practice that our facility managers would purposely underestimate income so that it would appear as though they had a surplus over budget at year end. This opportunistic practice has been stopped.

The record will show that the only administration to reduce taxpayer subsidies of HECFI is the current one. If we endeavour to show the kind of collective leadership we have over the past two years we will continue to reduce our deficit. Increasing revenue through better booking of our facilities and Insuring that our administrative costs are under control is the only way to achieve this goal.

During the last 6 months of 1989 Copps Coliseum's business decreased substantially. 1990's chronicle will show that business was well below staff predictions. Clearly the decision in 1987 to disband our marketing division had a negative impact on our operation. Our success in the future depends on providing responsible financial and organizational support to market our facilities. We can only achieve this through a single management structure.

Losses at Hamilton Place and overconfidence in our ability to book Copps, without a Sales and Marketing department, resulted in a shortfall of over $800,000.00 in the 1990 budget year. Mr. Macaluso and his management team were able to absorb these losses in the current budget. Should we be impressed. No! This is clear evidence that we are wasting substantial sums or that our spending is badly misdirected. We must complete the changes initiated during last two years, if we are going to solve these serious problems.

Our public image has suffered over the entire exsitence of HECFI - Not just recently. There are people inside and outside our organization that have not accepted the fact that Copps, Hamilton Place and the Convention Centre are administered by HECFI. If this Board does not unite behind the very capable leadership shown by Mr. Macaluso to avert these efforts, future Boards will continue to experience bad press. Identifying our problems and taking thoughtful but firm steps to resolve them is the only way to achieve the reputation we all desire. It won't just happen. We must to earn it.

THE COMPREHENSIVE AUDIT of HECFI, dated December 14, 1990 is an excellent document. Its analysis of our operation and recommendations will be of great value as we move ahead to resolve our organizational and management problems.

The Hamilton Spectator has chosen to write two editorials and several news stories claiming that the audit concludes that the Board Chairman has meddled in the day to day operations of our facilities. Our local paper has misrepresented the audits conclusions. The matter of concern has to do with comments made by citizen appointees of the Board. NOT CONCLUSIONS OF THE AUDIT. The commentary in question, on page 19, reads as follows:

> the Chairman is interpreting Board responsibilities for "managing, supervising and conducting the affairs of the corporation" very literally, to the point where he is trying to manage HECFI personally and is second guessing the CEO and other employees on operational matters.

I must repeat that the above is a reflection of opinion. NOT FACT. Board members communicating this assumption are wrong.

Mr. Macaluso is a very capable, loyal manager who has proven time and again that he would not take any action that was not in the best interest of HECFI or the City of Hamilton, even on behalf of the Board Chairman. I have every confidence in our CEO. I am sure that a healthy majority feel the same. Those of you that do not should, at the earliest opportunity, express your perception to Mr. Macaluso. I'm sure that open, honest, candid discussion about your concerns will help establish, in your mind, the confidence that, based on his record, Mr. Macaluso has earned.

Recommendations 3.2 and 3.3, on pages 20 and 21, should have the support of the entire Board. I believe when embracing this opportunity we should go one step further. All Board Members should participate in the educational opportunities available to the incumbent Chairman or candidates for Hecfi Chairmanship. A better understanding of the rules of order and Board business would assist our meetings to be better focused.

I989 and 1990 held plenty of excitement and controversy for HECFI.

I think it is important for us to review some of our accomplishments during this period;

* **Re-centralization of our Marketing and Sales Department;**
  cost savings have been realized and we have re-established a good working relationship with clients.

* **Negotiated and approved contract with Concert Productions International;**
  guaranteed income for Copps Coliseum.

* **Amalgamation of client services with sales;**
  providing a better level of service and an improved flow of internal information.

* **Centralized contracts for security and cleaning;**
  giving increased quality control and cost benefits.

* **Restructured secretary to committees;**
  centralized and streamlined. Consistency in minutes and report preparation. Record keeping has vastly improved.

* **Hamilton Place Task Force;**
  brought people together to discuss concerns. Report has been submitted. Provides great opportunity for co-operation.

* **Asbestos, Hamilton Place;**
  after many years of neglect, the problem is now under control with steps being taken to provide permanent solution.

* **Comprehensive audit;**
  outstanding report, providing guidelines to accomplish reorganization and accountability.

* **Functional Board Committees:**
  our three working committees have been a great success. Staff have been able to function more effectively. Reduction in administrative costs for meetings by eliminating redundancy.

* **NHL Lease;**
  negotiated, approved and recommended to City Council a lease that would have provided $35,000,000.00 profit for Copps over 20 years.

The list of accomplishments clearly indicates that the Board is well along the path to a single management structure. It is my hope that during the following year we complete the task. Several key initiatives must be undertaken to insure complete success.

First, we must recommend to City Council that Bill Pr 34 article 9 be amended to remove references that the Board is to "manage, supervise and conduct the affairs of the Corporation."

The above mandate makes it clear that the CEO does not have full authority to manage HECFI affairs. Distinct separation between setting policy and implementation will provide the CEO with the administrative power necessary to fulfil his responsibilities.

Secondly, Bill Pr 34 article 13 - 1 (a) (b), 2,3,and 4 should be deleted. This is the section that created facility committees and provided the power to by-pass HECFI Board decisions by allowing each committee to request City Council intervention in a majority position taken by the Board.

This section should be replaced with the following;

(1) The Board,

(a) may appoint committee's that it determines necessary to conduct the business of the Board.

(b) each committee appointed shall be composed of not less than three members of the board and shall perform such duties and undertake such responsibilities as the board specifies and shall report to the board.

Thirdly, the Audit should be referred to Mr. Macaluso and his management team for review and recommendations. I would suggest that the Board call a special meeting, no later than the first week of February, to hear the CEO'S recommendations and give him our full support.

Finally, Members of the Board need to understand their roles and responsibilities. It is evident that each member, political and citizen has their own interpretation of how the Board is to function and what their contribution should be. This results in meetings that are very difficult to supervise. Board business and staff reports seem to take second place to personal agendas from some board members points of view. Very often these viewpoints are consistent with a staff complaint, subordinate to the CEO, or an outside influence. Bringing matters to the CEO'S attention as they arise is a preferable strategy. Taking this approach will help to develop the team spirit lacking in our organization and on the Board.

It is my intention to recommend the above, early in 1991, along with a suggestion that HECFI Board Members participate in a two day workshop to review the history of this organization. I believe that this is the only way to understand our problems and work together to find solutions.

Thank you for taking the time to read my submission.

Yours sincerely

John Gallagher,
Chairman, HECFI

5. **Minutes of Regular Session, December 21, 1990**

5.1 Errors or Omissions
5.2 Motion to Approve

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, December 21, 1990
9:00 a.m.
HAMILTON CONVENTION CENTRE
Room 314

REGULAR MINUTES

PRESENT:
Alderman J. Gallagher, Chairman
Mr. F. DeNardis, First Vice-Chairman
Alderman D. Agostino, Second Vice-Chairman
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. N. Levitt
Mrs. M. Dow
Mr. G. Kay
Mr. W. Tidball
Ms. A. VanDuzer
Mr. W. McFarland
Mr. M. Ryder

ALSO PRESENT:
Mr. G. Macaluso
Mr. B. Snetsinger
Mr. J. Leuser
Mr. S. Dockman

REGRETS:
Mayor R. Morrow
Mr. A. DiIanni

1. Opening Remarks

The Chairman called the meeting to order at 9:05 a.m. and opened discussion by bringing to the Board's attention the Managing Director/CEO's refusal to accept a merit increase. Alderman Gallagher reported that Mr. Macaluso had declined to accept the increase in view of the current budget cutbacks and restraint and in view of the fact that it may be necessary to consider reduction(s) in services, and the possible elimination of some programs. The Board commended Mr. Macaluso for setting such an example.

2. Correspondence

MOVED by Mr. Levitt, seconded by Alderman Murray that

CORRESPONDENCE DATED NOVEMBER 12, 1990 FROM MRS. P. FILER, GALLERY OF DISTINCTION EXPRESSING APPRECIATION TO H.E.C.F.I. FOR ITS COOPERATION RESPECTING THE 1990 ANNUAL DINNER BE RECEIVED.

MOTION CARRIED.

3. Regular Minutes of November 16, 1990

It was noted that Alderman Jackson's attendance should be recorded. It was

MOVED by Mr. Tidball, seconded by Mr. Kay that

THE MINUTES OF THE NOVEMBER 16, 1990 REGULAR SESSION BE APPROVED AS AMENDED.

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. Committee Reports/Minutes

5.1 Finance and Administration Eighth Report

MOVED by Mr. DeNardis, seconded by Mr. McFarland that

THE FINANCE AND ADMINISTRATION EIGHTH REPORT BE APPROVED.

MOTION CARRIED.

The following items were received/reviewed by the Committee and submitted to the Board as information:

(i) Staff was directed to review the mandate, source of funding and the parameters for disbursement of funds from the Hamilton Performing Arts Foundation Inc.;

(ii) Reports - The Consolidated Unaudited Operating Results for the Ten Month Period Ended October 31, 1990 for H.E.C.F.I. and C.U.P.

5.1.1 Finance and Administration Committee Minutes of November 7, 1990

MOVED by Mr. DeNardis, seconded by Mr. McFarland that

THE FINANCE AND ADMINISTRATION COMMITTEE MINUTES OF NOVEMBER 7, 1990 BE RECEIVED.

MOTION CARRIED.

5.2 Operations Committee Sixth Report

During discussion of the Operations Committees Sixth Report, and specifically the recommendation in respect of the Junior Achievement : October 17, 1990 event, it was

MOVED by Alderman Murray, seconded by Mr. Levitt that

THE OPERATIONS COMMITTEE RECOMMENDATION BE AMENDED TO STATE THAT A CREDIT IN THE AMOUNT OF $2,500. BE APPLIED TOWARDS THE JUNIOR ACHIEVEMENT 1991 EVENT CONTINGENT UPON FULL PAYMENT OF THE 1990 ACCOUNTS RECEIVABLE.

MOTION CARRIED.

The following items were received/reviewed by the Committee and are presented to the Board as information:

(i) Correspondence;
(ii) Report: Status Report on Confirmed Events/Performances at Copps Coliseum - November, 1990 to February 1991;
(iii) Copps Coliseum Comment Cards;
(iv) The Committee directed that management proceed to obtain proposals for the installation of banking machines at Copps Coliseum and the Hamilton Convention Centre.

5.2.1 Operations Committee Minutes of October 24, 1990

MOVED by Alderman Murray, seconded by Mr. Levitt that

THE OPERATIONS COMMITTEE MINUTES OF THE OCTOBER 24TH, 1990 REGULAR SESSION BE RECEIVED.

MOTION CARRIED.

5.3 Marketing and Sales Committee Sixth Report

MOVED by Mrs. Dow, seconded by Mr. Ryder that

THE MARKETING AND SALES COMMITTEE SIXTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

> **THAT THE JUNE 15, 1988 POLICY AND GUIDELINES FOR THE OPERATIONAL USE OF COPPS COLISEUM ELECTRONIC SIGNAGE BE AMENDED TO ALLOW FOR PAID ADVERTISING ON THE SIGNS.**

THAT THE HAMILTON PLACE SUBSCRIPTION SERIES, IN ITS CURRENT FORMAT, BE DISCONTINUED AND THE PHASING OUT PERIOD OCCUR OVER THE NEXT TWELVE (12) TO FOURTEEN (14) MONTHS; and THAT THE DEVELOPMENT AND INTRODUCTION OF AN "ENTERTAINMENT GUIDE" TO REPLACE THE HAMILTON PLACE CALENDAR AND THE COPPS COLISEUM NEWSLETTER BE APPROVED; FUNDING TO BE ALLOCATED FROM THE ADVERTISING AND PROMOTION ACCOUNT NO. 52002, OF THE MARKETING AND SALES 1991 OPERATING BUDGET.

MOTION CARRIED.

The following items were received/reviewed by the Committee and are presented to the Board as information:

(i) Staff were directed to investigate and present a report on the feasibility of a "boutique" concept in either the Convention Centre or Copps Coliseum;

(ii) Staff were requested to review the choice of plaques currently being installed on the Convention Wall of Fame with a view to installing a larger, readable, size;

(iii) Report : Status Report on Confirmed Events/Performances at Copps Coliseum - November, 1990 to February, 1991.

5.3.1 Marketing and Sales Committee Minutes of October 26, 1990

MOVED by Mrs. Dow, seconded by Mr. Ryder that

THE MARKETING AND SALES COMMITTEE MINUTES OF OCTOBER 26, 1990 REGULAR SESSION BE RECEIVED.

MOTION CARRIED.

5.4 Hamilton Place Task Force Eleventh, Twelfth and Thirteenth Reports

MOVED by Alderman Agostino, seconded by Alderman Drury that

THE HAMILTON PLACE TASK FORCE ELEVENTH, TWELFTH AND THIRTEENTH REPORTS BE RECEIVED.

MOTION CARRIED.

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE REPORT, HAMILTON PLACE TASK FORCE, DECEMBER, 1990 BE REFERRED TO THE FEBRUARY MEETING OF THE H.E.C.F.I. BOARD OF DIRECTORS.

MOTION CARRIED.

The Board directed that an expression of its gratitude be extended to all members of the Task Force for their many hours, commitment and involvement to the project. It was agreed that an invitation would be extended to all members of the Task Force to be present when the Board formally receives and reviews the Task Force at its February 15th, 1991 meeting.

6. New Business

6.1 Country Music Week 1991 (Hamilton)

Mr. G. Etelle, representing the Downtown Business Improvement Association, made a brief presentation to the Board outlining the budget and the program which is planned for the 1991 Country Music Week. During discussion of the budget, Mr. Etelle stated that the requested 'financial assurance' is "...really not a guarantee. This money will never really be required." It was noted that this financial assurance has never been required to be used in the history of the CCMA. Alderman Murray stated that if City Council had been provided with the information circulated at today's meeting, it would not have become a contentious issue at that level. It was

MOVED by Alderman Murray, seconded by Mr. Kay that

H.E.C.F.I. REITERATES ITS SUPPORT AND FUNDING OF THE 1991 COUNTRY MUSIC WEEK.

MOTION CARRIED.

6.2 53rd Annual Distinguished Citizen of the Year Award : January 14, 1991

MOVED by Alderman Murray, seconded by Alderman Agostino that

THAT DONATED WINE (TWO BOTTLES PER TABLE) BE SERVED AT THE HEAD TABLE RECEPTION (53RD ANNUAL DISTINGUISHED CITIZEN OF THE YEAR AWARD EVENT) ON JANUARY 14, 1991.

MOTION CARRIED.

6.3 C.S.A.E. Trade Advertising

MOVED by Alderman Murray, seconded by Ms. VanDuzer that

A DOUBLE PAGE SPREAD ADVERTISEMENT IN THE 1991 C.S.A.E. DIRECTORY PUBLISHED IN JANUARY AND A SINGLE PAGE ADVERTISEMENT IN THREE ISSUES OF THE C.S.A.E. MAGAZINE PUBLISHED THROUGHOUT THE YEAR BE APPROVED; and THAT FUNDING FOR THE PRODUCTION OF THE ADVERTISEMENT IN THE AMOUNT OF $10,000. AND PLACEMENT IN THE AMOUNT OF $15,000. BE ALLOCATED FROM THE MARKETING AND SALES BUDGET.

MOTION CARRIED.

7. Other Business

8. In-Camera Motions

9. Date of Next Meeting

January 18, 1991
8:00 A.M.
HAMILTON CONVENTION CENTRE, ROOM 314

10. Adjournment

MOVED by Alderman Drury, seconded by Mr. McFarland that

THE REGULAR SESSION BE ADJOURNED AT 9:45 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Alderman J. Gallagher, Chairman

Patricia Bennett, Secretary

Business Arising From the Minutes

6.1 H.E.C.F.I. Comprehensive Audit Steering Committee Referral

CORPORATION OF THE CITY OF HAMILTON

MEMORANDUM

****

TO: Ms. Pat Bennett, Secretary
H.E.C.F.I. Board

YOUR FILE:

FROM: Miss Tina Agnello, Secretary
Transport and Environment Committee

OUR FILE:
PHONE: 546-2729

SUBJECT: **H.E.C.F.I. COMPREHENSIVE AUDIT STEERING COMMITTEE REFERRAL**

DATE: 1990 December 28

Please be advised that at the H.E.C.F.I. Comprehensive Audit Steering Committee Meeting of December 19, 1990 the following recommendation was approved:

> That the H.E.C.F.I. Comprehensive Audit Steering Committee receive the Report from Coopers and Lybrand on the Comprehensive Audit of H.E.C.F.I. dated December 14, 1990 and that it be forwarded to the H.E.C.F.I. Board for comment and subsequently forwarded to the Finance and Administration Committee who will forward final recommendations to Council.

cc: Alderman T. Cooke, Chairman
H.E.C.F.I. Comprehensive Audit
Steering Committee

Alderman J. Gallagher, Chairman
H.E.C.F.I. Board

Mr. G. Macaluso, Manager Director/C.E.O
H.E.C.F.I.

Mr. J. Thompson, Secretary
Finance & Adminstration Committee

New Business

8.2 Revisions to Purchasing Policy

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR ACTION

MEMO TO: **HECFI BOARD**

FROM: Mr. G. Macaluso
Managing Director/C.E.O.

Mr. J. A. Leuser, C.A.
Director of Finance and Administration

DATE: January 4, 1991

SUBJECT: **REVISIONS TO PURCHASING POLICY**

RECOMMENDATION

That the HECFI Board adopt and ratify the revisions to the Purchasing Policy approved by City Council at its meeting on December 11, 1990.

BACKGROUND

City Council at its meeting held December 11, 1990 approved the attached revisions to the Purchasing Policy.

HECFI management recommend immediate adoption of these revisions, since HECFI and the City have always adhered to the same Purchasing Policy.

The major impact on HECFI of the attached revisions is an increase in the spending limits as follows:

> Where funds are in a Department Head's budget, a purchase order may be issued on the basis of the following levels of approval:
>
> (a) The applicable Department Head and Purchasing staff for amounts up to $15,000 (previously was $5,000);
>
> (b) The applicable Department Head and the Managing Director/C.E.O. for amounts from $15,001 (previously $5,001) to $25,000 (previously $10,000);
>
> (c) The Chairman of the Board or Chairman of applicable Standing Committee and the Managing Director/C.E.O. for amounts from $25,001 to $50,000 (previously over $10,000 for emergency purchases); and

(d) The HECFI Board for amounts over $50,000 (previously $10,000).

In accordance with the revisions to the Purchasing Policy, the above spending limits are to be increased annually in accordance with the Consumers' Price Index and rounded to the nearest $1,000.

Gabe Macaluso

Mr. Gabe Macaluso
Managing Director/C.E.O.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachment

CORPORATION OF THE CITY OF HAMILTON

MEMORANDUM

****

TO: Mr. T. Bradley
Manager of Purchasing

YOUR FILE:

FROM: Mr. John Thompson, Secretary
Finance & Administration Committee

OUR FILE:
PHONE: 546-2747

SUBJECT: **REVISIONS TO PURCHASING POLICY**

DATE: 1990 December 14

Attached for your information and appropriate action is a copy of Section 23 of the TWENTY-SEVENTH Report of the Finance and Administration Committee adopted by City Council at its meeting held 1990 December 11.

att.

c.c. Mr. L. Sage, Chief Administrative Officer

Section 23 of the TWENTY-SEVENTH Report for 1990 of the Finance and Administration Committee adopted by City Council 1990 December 11.

23. That the following revisions to the Purchasing Policy be approved:

(a) That the reference to Director of Purchasing be changed to Manager of Purchasing.

(b) That the reference to Purchasing Department be changed to Purchasing Division, Treasury Department.

(c) That Policy #1 be amended by deleting the word "organizations" and adding "Committees of Council".

(d) That the spending limits, which were approved in 1975, in Policy #3 be changed as follows:

i) Field Purchase Order - change from $100 to $200
ii) Issuing Purchase Orders where funds are in budget - maximum approval
   aa) Department Head and Purchasing staff - change from $101 to $201 and from $5 000 to $15 000
   bb) Department Head and CAO - change from $5 001 to $15 001 and from $~~15 000~~ 10,000 to $25 000
   cc) Mayor or Chairman of Standing Committee and CAO - change from $25 000 to $50 000
   dd) Council - change from over $10 000 to over $50 000

(e) That Policy #6, Exception #2 be amended by adding "and agencies that are members of the Co-operative Purchasing Group".

(f) That Policy #7 be amended by adding to the first paragraph "When it is decided that the City/Region will participate in a Co-operative Purchasing tender, the policy of the agency calling the Tender/Proposal/Quotation will be followed."

(g) That Policy #9 be amended to read:

Only the Purchasing Division shall dispose of declared surplus property in the most cost efficient and effective manner after approval has been received from the Chief Administrative Officer. Any useable equipment or material must be offered, first to other user Civic/Region departments and Agencies, secondly to the Area Municipalities, and then to public agencies within the Co-operative Purchasing Group. If there is still property to be disposed of it can be sold through sealed bids or public auction. If it is not sold or disposed of in any of the above, it shall be declared scrap and disposed of accordingly.

.....2

No employee or elected official shall bid on the sale of goods except those disposed of by public auction or by sealed bids.

No employee of the City, working at the auction, shall bid for any such items.

(h) That Policy #13 Local Preference buying not be amended.

(i) That the Procedures for Construction and Demolition Contract Requirement, attached hereto and marked Appendix "E", be approved as amended. See *'s and notes.

(j) That the following be added to Policy #3

i) The amounts stated are to be increased annually in accordance with the Consumers' Price Index and rounded to the nearest $1 000, except for d) i) which shall be to the nearest $100.

APPENDIX

PROCEDURES - CONSTRUCTION AND DEMOLITION CONTRACT REQUIREMENTS

A.* Projects for construction and demolition work valued up to $100 000.

a) Quotations to be invited and opened by the Manager of Purchasing
b) Purchase order only be issued
c)** Two year warranty required where directed
d)** Public Liability and Property Damage insurance required where directed
e)** Performance Surety required where directed
f) Bid Surety required where directed
g) No holdback be retained
h) Short form specifications to be used
i) The Bidders' Lists of the Purchasing Division of the City of Hamilton be updated at least annually by the placement of an advertisement in The Spectator, inviting companies and individuals who may be interested in providing work, services or materials for the City to have their name placed on the City of Hamilton's Bidders' List
j)** The prevailing rates of wages, conditions and benefits as stated in the City of Hamilton Wage Schedule as maintained by the Commissioner, Human Resources Centre, shall govern all persons employed through contracts and sub-contracts for construction and demolition projects awarded by the City. It shall be the responsibility of the Commissioner, Human Resources Centre to consider all claims made pursuant to this clause where directed.
k)** The contractor shall maintain a complete set of payroll, accounts and records relating to the project and the City Treasurer and Commissioner, Human Resources Centre may inspect such records as directed.
l) A statement of the current status from the Workers Compensation Board will be required from time to time
m)** Inspection, testing and examination of the work required by the City in the specifications shall be done at the Contractor's own expense where directed
n)** Inspection, testing and examination of the work as directed by the City, other than in the specifications, shall be done by the contractor at the city's expense unless such inspections and examinations indicate that the work is not in accordance with the specifications, in which case, such inspections, testing and examinations shall be at the expense of the contractor where directed.
o)*** The contractor and sub-contractor be required to procure at least one price from local manufacturers where possible.
p) Only licensed trucks or carters operating in accordance with City of Hamilton By-Law 79-323 shall be used.
q)**** Withdrawal of sealed quotations after stated closing time will not be allowed. Sealed quotations will not be considered unless accompanied by prescribed sureties. Sealed quotations will not be accepted for any reason after official closing time.

* Value was "under $25 000" for Part A and up to $50 000 for Part B
** The words "where directed" have been added
*** Originally read "procure tenders or prices from local manufacturers"
**** New clause

a) Tenders to be called

b)** Formal contract to be executed where directed

c) Two year warranty required

d) Public Liability and Property Damage insurance required

e) Performance Surety required

f) A holdback will be retained where directed

g) Bid Surety required

h) Short form specifications to be used

i)** The prevailing rates of wages, conditions and benefits as stated in the City of Hamilton Wage Schedule as maintained by the Commissioner, Human Resources Centre, shall govern all persons employed through contracts and sub-contracts for construction and demolition projects awarded by the City. It shall be the responsibility of the Commissioner, Human Resources Centre to consider all claims made pursuant to this clause where directed.

j)** The contractor shall maintain a complete set of payroll, accounts and records relating to the project and the City Treasurer and Commissioner, Human Resources Centre may inspect such records where directed.

k)****Before tenders estimated to be $100 000 and over are advertised, the project is to be approved by Council

l) A statement of the current status from the Workers Compensation Board will be required from time to time

m)** Inspection, testing and examination of the work required by the City in the specifications shall be done at the Contractor's own expense where directed

n)** Inspection, testing and examination of the work as directed by the City, other than in the specifications, shall be done by the contractor at the city's expense unless such inspections and examinations indicate that the work is not in accordance with the specifications, in which case, such inspections, testing and examinations shall be at the expense of the contractor where directed.

o) The contractor shall ensure all parties under his jurisdiction are informed of all conditions of the Tender/Contract Documents.

p) During periods of extreme unemployment, the City may request the Contractor to institute a work sharing program which must be agreed upon by the contractor and the individual unions, if any.

q)*** The contractor and sub-contractor be required to procure at least one price from local manufacturers where possible.

p) Only licensed trucks or carters operating in accordance with City of Hamilton Byu-Law 79-323 shall be used.

r) Withdrawal of sealed tenders after stated closing time will not be allowed. Sealed tenders will not be considered unless accompanied by prescribed sureties. Sealed tenders will not be accepted for any reason after official closing time.

s) All sub-contractors and/or own forces are to be indicated on the list of sub-contractors or tenders may be considered an improper bid.

* Originally read "valued at $50 000 or more"

** The words "where directed" have been added

*** Originally read "procure tenders or prices from local manufacturers"

**** Originally read "$50 000"

C. Projects for construction and demolition work valued over $200 000, City Architectural specifications will be used.

The following clause has been deleted as it is no longer enforceable according to our Legal and Human Resources Departments.

> Preference to employment of skilled or common labourers, or workmen who have resided in Hamilton for at least one year will be given.

The following clause has been deleted as requested by our Treasury Department.

> No hold-back be retained for contracts under $100,000.00.

SPENDING LIMITS FOR THE PURCHASING POLICIES OF THE REGION AND CITY

		Authorization Up to Present Region	City	Inflation @ 250% since 1975	Proposed for City & Region
Field Purchase Orders		$ 100	$ 100	$ 250	$ 200
Purchase Orders	- Staff	$10,000	$ 5,000	$12,500	$15,000
	- CAO	$15,000	$10,000	$25,000	$25,000
	- Mayor/Chairman and CAO	$25,000	Nil		$50,000
	- Council	Over $25,000	Over $10,000	$25,000	Over $50,000

New Business

8.3 Donated Wine Request : Ontario Recreation Society Annual Conference

HAMILTON
CONVENTION
CENTRE

115 King Street West
Hamilton, Ontario
Canada L8P 4T9
Tel. 416/523-5883

FOR ACTION

MEMO TO: **BOARD OF DIRECTORS, HECFI**

FROM: Gabe Macaluso
Managing Director/CEO

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

DATE: January 14, 1991

SUBJECT: **Donated Wine - Ontario Recreation Society Dinner - Friday, February 8, 1991**

RECOMMENDATION: THAT THE ONTARIO RECREATION SOCIETY BE ALLOWED TO SERVE DONATED WINE, TWO BOTTLES PER TABLE, AT THEIR DINNER TO BE HELD ON FRIDAY, FEBRUARY 8, 1991.

BACKGROUND:

Attached is a letter from Ms. Jane Querin, Conference Chairperson for the Ontario Recreation Society 1991 Annual Conference, requesting that donated wine be served at their dinner.

Although the organization does not meet the criteria for donated wine, we have in the past allowed donated wine for events such as this where a City Department is involved in the planning of the conference, for instance the Canadian Parks and Recreation Association Conference in August 1989.

Since the Culture and Recreation Department is specifically involved in this conference, and have initiated this request, it is our recommendation that this request be approved.

Gabe Macaluso
Managing Director/CEO
HECFI

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

ONTARIO
RECREATION
SOCIETY

1991
ANNUAL
CONFERENCE

HAMILTON
CONVENTION
CENTRE

FEBRUARY 6, 7, 8

1220 Sheppard Ave. E.
North York
Ontario
M2K 2X1
(416) 495-4101

"COMING
OF AGE"

1991 01 04

Gabe Macaluso,
Managing Director & Chief Executive Officer,
H.E.C.F.I. Inc.,
101 York Boulevard,
Hamilton.
L8R 3L4

Dear Mr.Macaluso,

The Ontario Recreation Society will be holding their annual conference in Hamilton, February 6, 7, 8, 1991 at the Sheraton/Convention Centre. We have been working in co-operation with Hamilton Culture and Recreation staff to plan the event.

Recently we secured a donation of wine for our closing banquet to be held at the Convention Centre. It is my understanding that we require the permission of H.E.C.F.I. to use this donation for our event. We have worked tremendously hard to keep our costs down and thus your co-operation on this matter would be highly appreciated. I regret that we did not have this request to you sooner however the donation was only confirmed last week.

Enclosed is a brochure regarding the Conference. I look forward to my time in your fine City in February and I would appreciate a response at your earliest convenience.

Sincerely,

Jane Querin

Jane Querin,
Conference Chairperson.

DF.4643

New Business

8.4 Community Dinner : Purchase of Board Tickets
B'Nai Brith Sports Celebrity Dinner

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: January 14, 1991

SUBJECT: **40TH ANNIVERSARY B'NAI BRITH SPORTS CELEBRITY DINNER**

RECOMMENDATION

THAT H.E.C.F.I. PURCHASE ONE TABLE OF TEN TO THE 40TH ANNIVERSARY B'NAI BRITH SPORTS CELEBRITY DINNER, MONDAY, FEBRUARY 4, 1991, AT THE HAMILTON CONVENTION CENTRE, AT A COST OF $750.

BACKGROUND:

Historically, the H.E.C.F.I. Board of Directors has purchased tickets to the annual B'Nai Brith Sports Celebrity Dinner.

This year's event takes place Monday, February 4th, 1991 at the Hamilton Convention Centre. Ticket prices are $75. each or $750. per table of ten. Funds have been budgeted in the 1991 operating budget for the Board's attendance at this function.

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

December 10th, 1990

Dear Supporter,

Here's your invitation to join in the excitement of the 40th Anniversary B'nai Brith Sports Celebrity Dinner. This premiere annual event is the major fund-raising program for the Viceroy Reading Lodge in Hamilton.

This year's dinner, Emceed by Paul Hanover, is scheduled for Monday February 4th, starting at 6:00pm, at the Hamilton Convention Centre.

Tickets are $75.00 each with tables of 10 available for $750.00. This year your support will help us fund Hamilton area food banks plus B'nai Brith charities.

The featured speakers will be the legendary Laker's coach now CBS colour-man Pat Riley. Please book your table early for Sports Night.

Yours truly,

Ian Hanover
Lodge President
c/o CKOC/K103-FM

Office phone: 574-1150

IY/tb

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, April 26, 1991
8:00 a.m.
HAMILTON CONVENTION CENTRE
Room 314

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

A. Operations Committee Fourth Report of 1991 — ***Attachment A***

B. Audit Committee First Report of 1991 — ***Attachment B***

C. Community Dinner : Outstanding Business Achievement Awards :
May 8, 1991, Hamilton Convention Centre :
Cost: Table of Eight Members - $375 or
Table of Eight Non-Members - $450 — ***Attachment C***

D. Community Dinner : Annual Festitalia Gala :
Sunday, June 9, 1991, Carmen's Banquet Centre
Cost: Table of Ten - $1,000. — ***Attachment D***

E. Restoration of Tivoli Theatre :
Impact Upon Hamilton Place — ***Attachment E***

INFORMATION ITEMS

2. Correspondence — Attachment 2

3. Minutes of March 22, 1991 Regular Session — Attachment 3

3.1 Errors or Omissions
3.2 Motion for Approval

4. Business Arising From the Minutes

5. New Business

6. Other Business

7. Date of Next Meeting

Friday, May 24, 1991
8:00 A.M.
HAMILTON PLACE BOARD ROOM

8. Motion to Adjourn

OUTSTANDING BUSINESS

(i) Amalgamation of Arena/Trade Centre Foundation and Hamilton Place Theatre Foundation

April 22, 1991
Patricia Bennett
Secretary to the Board of Directors

Attachment A

A. Operations Committee Fourth Report of 1991

Attachment A

A. **Operations Committee Fourth Report of 1991**

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

OPERATIONS COMMITTEE FOURTH REPORT OF 1991

The Operations Committee presents its **FOURTH** Report from its meeting held April 17, 1991 and respectfully recommends the following:

1. Hamilton Place : Smoking Policy

THAT THE FOLLOWING SMOKING POLICY AS IT PERTAINS TO EVENTS BE ADOPTED FOR HAMILTON PLACE THEATRE:

(i) THAT SMOKING BE RESTRICTED TO THE DESIGNATED AREA IN THE PIANO NOBILE:

(ii) THAT A LESSEE MAY USE ITS DISCRETION TO DESIGNATE ITS EVENT(S) AS A NON-SMOKING EVENT(S);

(iii) THAT IF A LESSEE CHOOSES TO EXERCISE ITS DISCRETION IN DECLARING THE FACILITY TO BE NON SMOKING DURING ITS EVENT, PATRONS MUST BE NOTIFIED AS FOLLOWS:

a) SIGNS MUST BE POSTED IN ALL LOBBIES, THE PIANO NOBILE; and

b) AN ANNOUNCEMENT MUST BE MADE OVER THE PUBLIC ADDRESS SYSTEM AT THE OUTSET OF THE EVENT AND DURING INTERMISSIONS; and

THAT ALL PREVIOUS POLICIES IN RESPECT OF SMOKING AS IT PERTAINS TO EVENTS BE RESCINDED.

Respectfully submitted,

Alderman T. Murray

Alderman T. Murray, Chairman

Patricia Bennett

Patricia Bennett, Secretary

B. Audit Committee First Report of 1991

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

AUDIT COMMITTEE FIRST REPORT OF 1991

The Audit Committee presents its **FIRST** Report from its meeting held April 18, 1991 and respectfully recommends the following:

1. Draft Audited Financial Statements for H.E.C.F.I.

   THAT THE DRAFT AUDITED FINANCIAL STATEMENTS FOR THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. FOR THE PERIOD ENDED DECEMBER 31, 1990 BE RECEIVED. (copy attached)

2. Draft Audited Financial Statements for The Hamilton Performing Arts Foundation

   THAT THE DRAFT AUDITED FINANCIAL STATEMENTS FOR THE HAMILTON PERFORMING ARTS FOUNDATION FOR THE PERIOD ENDED DECEMBER 31, 1990 BE RECEIVED. (copy attached to Foundation agenda)

3. Management Letter from MacGillivray Partners

   THAT THE MANAGEMENT LETTER FROM MACGILLIVRAY PARTNERS FOR THE PERIOD ENDED DECEMBER 31, 1990 BE RECEIVED.

Respectfully submitted,

W. McFarland

Mr. W. McFarland, Chairman

Patricia Bennett

Patricia Bennett, Secretary

DRAFT

FOR
DISCUSSION ONLY

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

FINANCIAL STATEMENTS

DECEMBER 31, 1990

DRAFT
FOR
DISCUSSION ONLY

AUDITORS' REPORT

To the Board Members of
The Hamilton Entertainment and Convention Facilities Inc.,
and the Ratepayers of the Corporation
of the City of Hamilton

We have audited the balance sheet of **The Hamilton Entertainment and Convention Facilities Inc.** as at December 31, 1990 and the statement of revenue and expenditure for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 1990 and the results of its operations for the year then ended in accordance with the accounting principles disclosed in Note 1 to the financial statements.

Hamilton, Canada
March 7, 1991

CHARTERED ACCOUNTANTS

DRAFT
FOR
DISCUSSION ONLY

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

BALANCE SHEET

DECEMBER 31, 1990

ASSETS

	1990	1989
CURRENT		
Imprest funds	$ 19,900	$ 19,800
Cash in bank	284,985	136,957
Accounts receivable	717,967	777,134
Due from City of Hamilton	–	184,695
Inventories *(note 2)*	71,070	79,237
Prepaid expenses	41,562	41,011
Deferred charges on future shows	3,867	27,413
	$ 1,139,351	$ 1,266,247

LIABILITIES AND RESERVES

CURRENT		
Accounts payable and accruals	$ 590,724	$ 533,194
Advance ticket sales	101,896	481,966
Deposits on future rentals	134,251	127,781
Unredeemed gift certificates	118,075	122,450
Due to City of Hamilton	194,405	–
	1,139,351	1,265,391
RESERVE FOR INNOVATIVE PROGRAMMING *(note 3)*	–	856
	$ 1,139,351	$ 1,266,247

APPROVED ON BEHALF OF THE BOARD

DIRECTOR

DIRECTOR

See accompanying Notes to the Financial Statements

DRAFT
FOR
DISCUSSION ONLY

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

STATEMENT OF REVENUE AND EXPENDITURE

FOR THE YEAR ENDED DECEMBER 31, 1990

	1990	*1989*
REVENUE		
Food, beverage and concessions	$ 3,357,960	$ 3,228,306
Rentals, licence fees and show revenue	1,408,397	1,478,998
Recoveries	1,680,401	1,629,270
Box office	459,307	425,479
Other	506,393	428,195
	7,412,458	7,190,248
EXPENDITURE		
Operations	2,615,957	2,569,732
Food and beverage	2,541,312	2,424,583
Administration	2,026,644	1,784,562
Maintenance	1,210,981	1,278,974
Marketing and promotion	1,106,965	1,147,797
Box office	506,875	449,836
	10,008,734	9,655,484
EXCESS OF EXPENDITURE OVER REVENUE FROM OPERATIONS	2,596,276	2,465,236
CONTRIBUTION FROM THE CITY OF HAMILTON	2,602,180	2,465,320
EXCESS OF REVENUE OVER EXPENDITURE FOR THE YEAR *(note 4)*	$ 5,904	$ 84

See accompanying Notes to the Financial Statements

1. SIGNIFICANT ACCOUNTING POLICIES

The corporation follows accounting principles appropriate for a municipal organization. The more significant of these accounting policies are summarized below.

(a) Rentals, Licence Fees and Show Revenue

Rentals, licence fees and show revenue comprise minimum rental and licence fees, negotiated percentages of box office receipts and profit or loss when the corporation acts as a promoter or co-promoter on shows.

Revenue excludes the capital improvement ticket surcharge.

(b) Inventories

Inventories are valued at the lower of cost, measured on a first-in, first-out basis, and replacement value.

(c) Fixed Assets and Depreciation

The land, buildings and original equipment of The Hamilton Entertainment and Convention Facilities Inc. are owned by The Corporation of the City of Hamilton. Purchases of equipment and furnishings are charged either directly to operations in the year in which the expenditures occur, or to a capital projects reserve fund established for the purchase of fixed assets and maintained by the City of Hamilton on behalf of The Hamilton Entertainment and Convention Facilities Inc.

(d) Reserves

Appropriations for reserves, if any, are included as expenditures. Payments relating to the functional purpose of the reserves are charged directly to the reserves.

The accompanying financial statements do not include the activities of two related corporations, The Hamilton Performing Arts Foundation Inc. and The Hamilton Arena/Trade Centre Foundation Inc.

2. INVENTORIES

Inventories consist of liquor, beer, wine, food, soft drinks and tobacco supplies.

3. CONTINUITY OF RESERVE FOR INNOVATIVE PROGRAMMING

	1990	*1989*
Balance - Beginning of year	$ 856	$ 21,094
Deduct charges during the year	856	20,238
Balance - End of year	$ –	$ 856

4. TRANSFER TO THE CITY OF HAMILTON

At the end of the year $ 5,904 *(1989 - $ 84)*, the excess of revenue over expenditures for the year was returned to the City of Hamilton. The amount has been allocated to the Reserve fund for Capital Projects *(note 5)*.

5. OTHER RESERVE FUNDS

The following reserve funds have been set aside by City Council on behalf of The Hamilton Entertainment and Convention Facilities Inc.

(a) Capital Improvement Surcharge Funds

The Hamilton Entertainment and Convention Facilities Inc. levies a patron surcharge on ticket admissions to Hamilton Place. Receipts from this surcharge are transferred quarterly to the City of Hamilton and recorded in the Hamilton Place ticket surcharge reserve fund account. The funds in this account are utilized for capital improvements to Hamilton Place. The continuity of this fund is summarized as:

	1990	*1989*
Balance - Beginning of year	$ 434,695	$ 328,381
Receipts during the year	98,347	112,825
Interest earned during the year	55,813	44,813
	588,855	486,019
Payments made in year		
Design concept for a marquee		(45,418)
Refurbishing and insulating Studio Theatre Floor		(5,145)
Purchase of set vellums		(761)
Piano Nobile doors	(7,650)	
Hot water tank	(13,371)	
Asbestos abatement	(95,511)	
Balance - End of year	$ 472,323	$ 434,695

The following commitments have been approved by the Board of Directors and will be charged against the fund in the year of acquisition:

New Doors for Piano Nobile	$	$ 7,650
Hot water tank		13,371
Balance of purchase orders remaining on asbestos abatement project	187,963	
	$ 187,963	$ 21,021

5. OTHER RESERVE FUNDS *(continued)*

(b) Fund for Capital Projects

This reserve fund and the interest earned thereon is used primarily to finance major building repairs, purchase of equipment or replacement thereof. The continuity of this fund is summarized as:

	1990	*1989*
Balance - Beginning of year	$ 1,269,051	$ 3,035,166
Interest earned during the year	269,816	305,261
Surplus transferred from		
The Hamilton Entertainment and Convention Facilities Inc.	5,904	84
Miscellaneous		180
Capital Fund accounts closed	70,892	
Funds transferred to the capital fund in respect of approved capital projects	(517,000)	(2,071,640)
Balance - End of year	$ 1,098,663	$ 1,269,051

(c) Special Events Subsidy Fund

This reserve and interest earned thereon is used primarily to attract events to the facilities operated by The Hamilton Entertainment and Convention Facilities Inc. The continuity of this fund is summarized as:

	1990	*1989*
Balance - Beginning of year	$ 65,055	$ 170,316
Contribution from the City of Hamilton	125,000	–
Interest earned during the year	4,882	15,976
Payments made in the year for event subsidies	(156,796)	(121,237)
Balance - End of year	$ 38,141	$ 65,055

As at December 31, 1990, the Board of Directors has approved event subsidy commitments of $ 30,500 for 1991.

6. SEGMENTED INFORMATION

The Hamilton Entertainment and Convention Facilities Inc. was incorporated without share capital under the laws of Ontario by the City of Hamilton to maintain and operate, in the public interest, the following facilities:

Copps Coliseum *(a trade centre and arena)*
Hamilton Convention Centre
Hamilton Place *(a theatre-auditorium)*

The financial results by division are summarized on page 7 to these financial statements.

7. OTHER FINANCIAL INFORMATION

At December 31, 1990, The Corporation of the City of Hamilton has outstanding long-term debt of $ 16,618,700 *(1989 - $ 17,923,516)* which was incurred to acquire the buildings and original equipment of The Hamilton Entertainment and Convention Facilities Inc. The Corporation of the City of Hamilton's interest and principal repayments on this debt for 1990 were $ 2,238,872 *(1989 - $ 2,191,388)* and $ 2,101,348 *(1989 - $ 1,857,791)* respectively.

In addition, The Corporation of the City of Hamilton incurred estimated utility charges and overhead expenses related thereto of $ 1,527,000 *(1989 - $ 1,457,459)* related to the operations of The Hamilton Entertainment and Convention Facilities Inc.

DRAFT

FOR DISCUSSION ONLY

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

SCHEDULE OF FINANCIAL RESULTS BY DIVISION

FOR THE YEAR ENDED DECEMBER 31, 1990

	Copps Coliseum		Hamilton Convention Centre		Hamilton Place		Corporate		Total	
	1990	*1989*	*1990*	*1989*	*1990*	*1989*	*1990*	*1989*	*1990*	*1989*
Revenue	$ 1,663,548	$ 1,458,485	$ 3,938,163	$ 3,754,033	$ 1,210,409	$ 1,416,465	$ 600,338	$ 561,265	$ 7,412,458	$ 7,190,248
Expenditure	1,933,373	1,724,786	3,375,279	3,255,606	2,184,976	2,394,005	2,515,106	2,281,087	10,008,734	9,655,484
Excess of revenue (expenditure) from operations	(269,825)	(266,301)	562,884	498,427	(974,567)	(977,540)	(1,914,768)	(1,719,822)	(2,596,276)	(2,465,236)
Contribution from City of Hamilton	(35,930)	(157,850)	(239,100)	78,970	674,310	655,640	2,202,900	1,888,560	2,602,180	2,465,320
Excess of revenue (expenditure)	$ (305,755)	$ (424,151)	$ 323,784	$ 577,397	$ (300,257)	$ (321,900)	$ 288,132	$ 168,738	$ 5,904	$ 84

The Corporate Division is comprised of the Marketing Services Department and the Finance and Administration Department, which includes the Box Office and related fees.

Certain reclassifications of 1989 comparative figures have been made to conform to the financial statement presentation adopted in 1990.

Attachment C

C. **Community Dinner : Outstanding Business Achievement Awards : May 8, 1991, Hamilton Convention Centre :**

Cost:	**Table of Eight Members-**	**$375. or**
	Table of Eight Non-Members-	**$450.**

FELL-FAB PRODUCTS
P.O. Box 3303, Station "C"
Hamilton, Ontario.
Canada L8H 7L6
Hamilton: (416) 560-9230
Toronto (416) 825-0597
Fax: (416) 560-9846

FACSIMILE TRANSMISSION
Fax: 527-6856
Date: 1991 04 11

TO: Mr. Gene Kay
Chairman of the Board
Hamilton Entertainment
101 York Blvd.
Hamilton, Ontario

FROM: Don Fell

==========

RE: OUTSTANDING BUSINESS ACHIEVEMENT AWARDS
May 8, 1991

Dear Mr. Kay:

Re: 1990 Outstanding Business Achievement Awards Dinner

As you may be aware, the Outstanding Business Achievement Awards is presented annually by the Hamilton District Chamber of Commerce to recognize companies in the Greater Hamilton area who have made an outstanding contribution to our community during the preceding year. Nominations have been made and some 31 area companies are being considered for this awards. Recognition will again be made to both a "Small Business" and a "Large Business" at the awards dinner to be held on Wednesday, May 8, 1991 at the Hamilton Convention Centre. In previous years some 800 people were in attendance, and we know you would not want to miss this event.

We are pleased to announce that the guest speaker for this 8th Annual Outstanding Business Achievement Awards will be Peter C. Newman, a well known Canadian Columnist.

Since a limited number of tickets have been printed, we would urge you to place your order quickly to avoid disappointment. Tickets are available to a very reasonable rate of $50 per person or a table of 8 for $375 for members of the Chamber, $60 per person and a table for $450 for non-members. Corporate identity will be provided on these pre-sold tables. Please add G.S.T., G.S.T. #R107452871.

....2

CANADA AWARDS FOR BUSINESS EXCELLENCE
Bronze Award 1988 Entrepreneurship

Corporate

We expect a significant turnout from the various businesses in our community. Please telephone the Chamber of Commerce with the number of tables you wish me to reserve in your name, or forward the enclosed order form directly to the Chamber.

Sincerely,

On behalf of the Ticket Committee of
the Hamilton & District Chamber of Commerce

The Chamber

THE ROAD TO RECOGNITION

THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE

PROUDLY PRESENTS

THE OUTSTANDING BUSINESS ACHIEVEMENT AWARDS FOR 1990

WEDNESDAY, MAY 8TH 1991 AT THE HAMILTON CONVENTION CENTRE

5:30 PM NO HOST RECEPTION 6:30 PM DINNER, BLACK TIE OR BUSINESS SUIT

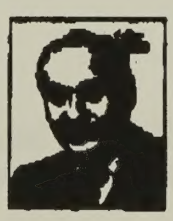
PURPOSE OF THE AWARD

TO RECOGNIZE PRIVATE ENTERPRISE IN THE GREATER HAMILTON AREA WHOSE BUSINESS ACHIEVEMENTS HAVE MADE AN OUTSTANDING CONTRIBUTION TO OUR COMMUNITY IN 1990

TWO WINNERS WILL BE CHOSEN IN TWO CATEGORIES THIS YEAR FOR:

SMALL BUSINESS (1-100 EMPLOYEES)

LARGE BUSINESS (OVER 100 EMPLOYEES)



GUEST SPEAKER

PETER C. NEWMAN

WELL KNOWN CANADIAN COLUMNIST

TOPIC CANADIAN UNITY

SPONSORED BY

Coopers & Lybrand

NATIONAL BANK OF CANADA

THE ROAD TO RECOGNITION

RESERVATION FORM

YES WE WILL ATTEND THE OUTSTANDING BUSINESS ACHIEVEMENT AWARDS DINNER ON MAY 8TH 1991

The Chamber

THE OUTSTANDING BUSINESS ACHIEVEMENT AWARDS

PLEASE SEND ____ TICKETS @ $50 EACH (MEMBER) PLEASE SEND ____ TICKETS @ $60. (NON-MEMBER)

____ TABLE(S) OF 8 @ $375. EACH (MEMBERS) ____ TABLE(S) OF 8 @ $480. EACH (NON-MEMBERS).

G.S.T. MUST BE ADDED. G.S.T. # R107406871

MY CHEQUE IS ENCLOSED FOR $_____. CHARGE CLUB ACCOUNT #_____.

NAME_____

COMPANY_____

ADDRESS_____

POSTAL CODE_____ TELEPHONE_____

NAME DESIGNATION FOR TABLE IDENTIFICATION_____

REPLIES: A) BY FAX 522-1194 B) BY PHONE 522-1161 C) MAIL TO ADDRESS

The Hamilton and District Chamber of Commerce
555 Bay Street North
Hamilton, Ontario
L8L 1H1

Attachment D

D. **Community Dinner : Annual Festitalia Gala :**
Sunday, June 9, 1991, Carmen's Banquet Centre :

Cost: Table of Ten - $1,000.

Festitalia Corporation

April 10th, 1991.

HECFI
101 York Blvd.,
Hamilton, Ontario.
L8R 3L4

ATTENTION: MR. G. MACALUSO, CEO.

Dear Gabe;

It is my pleasure to advise you that the annual Festitalia Gala will be held on Sunday, June 9th, at Carmen's Banquet Centre.

The participation of HECFI at this event has been much appreciated. At this time, we are requesting your presence at the '91 Gala.

On behalf of the Board of Directors of Festitalia, the continued support of HECFI is of special interest. We look forward to working together for the greater benefit of our community.

In closing, Gabe, if you have any questions in regard to the Gala, please feel free to call on me.

Yours truly,

Frank Attardo,
Chairman,
Festitalia '91 Gala.

FA:jr

Attachment E

E. Restoration of Tivoli Theatre : Impact Upon Hamilton Place

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Mr. G. Macaluso
Managing Director/CEO

DATE: April 22, 1991

SUBJECT: **RESTORATION OF TIVOLI THEATRE : IMPACT UPON HAMILTON PLACE**

RECOMMENDATION:

THAT MANAGEMENT BE DIRECTED TO PREPARE AN ANALYSIS OF THE PROBABLE IMPACT ON HAMILTON PLACE SHOULD THE TIVOLI THEATRE BE RESTORED.

BACKGROUND:

- The City's Finance and Administration Committee has requested *"that the H.E.C.F.I. Board be requested to comment on the impact on Hamilton Place should the request from the Tivoli Theatre Foundation for funds to restore the Tivoli Theatre be successful (such funds to be outside of the 1991 Current General Grant funds)."* A copy of the April 17th, 1991 correspondence from the Grant Co-ordinator, Mr. K. Beattie, is attached.

Respectfully submitted,

Gabe Macaluso

Gabe Macaluso
Managing Director/CEO

THE CORPORATION OF THE CITY OF HAMILTON
City Hall, 71 Main Street West, Hamilton, Ontario L8N 3T4

17 April 1991

Ms. Pat Bennett, Secretary
HECFI Board of Directors
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Re: Comments on Hamilton Place Impact if Tivoli Theatre is Restored

At the Finance and Administration Committee meeting of 4 April 1991 the following recommendation was approved:

> "that the H.E.C.F.I. Board be requested to comment on the impact on Hamilton Place should the request from the Tivoli Theatre Foundation for funds to restore the Tivoli Theatre be successful (such funds to be outside of the 1991 Current General Grant funds)"

As background information, the Tivoli Theatre Foundation has submitted a grant request to the City of Hamilton for financial assistance to offset the costs of restoring the Tivoli Theatre. The theatre would then be available for both non-profit and profit oriented performing theatre companies. The Grants Review Group has expressed some concern as to the impact if any on Hamilton Place, should this request be favourable.

The comments of the H.E.C.F.I. Board would assist the Grants Review Group as background material in arriving at a recommendation relative to the request for presentation to the Finance and Administration Committee in June.

Enclosed is additional background material relative to the request. Should you require any other information, have any questions or would like me to be present at your Board meeting when this issue is discussed please contact me at 546-2739.

Respectfully submitted,

D. Kevin Beattie

D. Kevin Beattie,
Grants Co-ordinator

encl.

.cc Mr. J. Thompson, Secretary
Finance and Administration Committee

THE TIVOLI THEATRE

BORN 1924

REBORN 1991

RESTORATION AND RENOVATION OF THE TIVOLI THEATRE, HAMILTON

Project Description

As you will see from the enclosed designation information, the historic nature of the Tivoli Theatre is readily apparent.

The property was purchased by the Sniderman family of Toronto in 1989. Their objective was to save, what was in their view, the last remaining property of Hamilton's cultural past.

The building has been designated of Historic and Architectural Value and Interest by the City of Hamilton and an application has been made to the Historic Sites and Monuments Board of Canada to have the property designated a national historic site.

A non-profit foundation has been created (The Tivoli Foundation for the Performing Arts) and has been granted a 20 year lease at a nominal annual rent.

The directors of the foundation will oversee a restoration and renovation process that will restore the building to its 1924 glory.

The noted architect David Mesbur has been retained to direct the restoration and renovation process. David has received international recognition for his work on the restoration of the Pantages Theatre in Toronto.

The City of Hamilton and surrounding area is totally underserviced from a performing arts venue point of view. Most citizens have to travel to Toronto to see productions of major theatrical touring attractions.

The restored Tivoli will have a seating capacity of 1000. The size of the performing area has been doubled and it will comfortably serve as a major touring venue for compatible theatrical and concert productions.

Negotiations are underway with both the Hamilton Philharmonic Orchestra and Opera Hamilton for them to utilize the facility on a regular basis.

The feasibility is being explored of staging daily matinee performances of theatrical and concert productions for senior citizens.

RESTORATION AND RENOVATION OF THE TIVOLI THEATRE, HAMILTON

Funding

The estimated budget for the restoration and renovation process is $3.2 million. A budget prepared by the architect is enclosed together with a cash flow outline.

Funding is anticipated from four sources:

1.	Local fund raising	$500,000
2.	City of Hamilton	$500,000
3.	Province of Ontario through the Cultural Facilities Improvement Program	$1,100,000
4.	Government of Canada through the Cultural Initiatives Program	$1,100,000
		$3,200,000

REASONS FOR DESIGNATION

Tivoli Theatre, 108 -112 James Street North

Built in 1875 as a carriage factory for J.P. Pronguey, the building at 108-112 James Street North has served primarily as a theatre since 1908. In 1924, the building was substantially enlarged by an auditorium added to the rear to accomodate the Tivoli Theatre, the name by which the building has since been known.

Context

With its architecturally impressive facade, dominant corner tower, and high visibility, the Tivoli Theatre is a major contributing component of the James North heritage streetscape. It also provides a dramatic visual terminus to the block extending from Cannon to Wilson Street. The adjacent site at the north-east corner of James and Wilson was, for many years, occupied by the Grand Opera House and Hotel, erected in 1880 and demolished respectively in 1960 and 1986.

Historical Significance

In the course of its history, the building at 108-112 James Street North has served many different uses: a carriage works (until 1901), a bowling alley on the second floor (1908-64), various restaurants and retail businesses at street level; and of particular significance, a succession of theatres: the Wonderland (1908), the Colonial (1909-12), and the Princess (1913-23), all located in the space which became the lobby of the Tivoli Theatre, and finally, the Tivoli itself.

The Tivoli has an important place in Hamilton's theatre history. The Wonderland was reputedly the City's first film theatre while the Tivoli, a vaudeville theatre and motion picture house, was the first theatre to introduce sound movies in the late 1920s. Of the numerous theatres built in Hamilton during the early 20th century, the Tivoli counted among the seven largest and grandest, the most resplendent of which were the Capitol and the Palace. All but the Lyric (now the Century) and the Tivoli have been demolished; and of these two only the Tivoli Theatre has retained any part of its original interior decor.

Architectural Significance

Exterior

Clearly intended to make a bold statement of Pronguey's entrepreneurial ambitions, the original carriage factory was designed by Hamilton architect Albert H. Hills in the popular Second Empire style. Characteristic of this style are the steeply-pitched mansard roof with dormers, the bracketted cornices, and rich classical detailing. Noteworthy features of the Tivoli facade include the round-arched windows with two-over-two sash windows and ornate moulded surrounds, the gabled dormer windows, and the tall mansard-roofed tower. This convex-shaped tower displays narrow, paired

arched dormers surmounted by circular windows and a bracketted cornice, originally crowned by ornamental iron cresting.

The later Tivoli Theatre entrance originally featured an octagonal ticket office and an ornamental sign marquee, above which was a vertical "Tivoli" sign projecting at right angles to the street. Only the basic structure of the marquee, however, survived the major alterations made to the entrance in 1954.

Interior

The Tivoli Theatre was greatly admired for its sumptuously decorated "Italian Renaissance" interior, designed by Toronto architect B. Kingston Hall. While a significant proportion of the original decor was removed or covered in the course of renovations undertaken in 1943, 1947 and 1954 (when the most extensive remodelling occurred), the main architectural features of the auditorium are still largely intact. These include the proscenium, the ceiling with its elliptical design, the decorative cornice and frieze below, and along each side wall: a colonnade comprising five round arches sprung from coupled pilasters. The two arches on either side of the stage still contain the original bronze statues of Caesar Augustus and the goddess Minerva. At the base of each of the other eight arches are medallions depicting the four seasons.

Designated Features

Important to the preservation of the Tivoli Theatre are:

1. the original architectural features of the front (west) and side (south) facades, including the upper-storey arched windows, moulded surrounds, bracketted cornice, and slate-covered mansard roof with its dormers and corner tower.

2. the original architectural features of the lobby and auditorium, including the ceilings, proscenium, colonnades, statuary, and other decorative wall elements. Excluded from designation are the more recent additions, such as the floor covering, seating and stage curtain.

TIVOLI THEATRE

CASH FLOW

JAN.	1.	Working Drawings	$280,000
	2.	Building Permit	19,000
FEB.	3.	Administration	5,000
	4	Demolition	80,000
	5.	Structural	50,000
	6.	Excavation	53,000
MAR.	7.	Administration	5,000
	8	Electrical & Mechanical (Advance)	200,000
	9.	Management (50%)	81,000
APR.	10.	Administration	5,000
	11.	Consultants Balance	55,000
	12.	Electrical & Mechanical (Part)	500,000
MAY	13.	Administration	7,500
	14.	Concrete	66,750
	15.	Masonry	31,000
	16.	Steel	10,000
JUNE	17.	Administration	10,000
	18.	Metal Joists & Decking	25,000
	19.	Roofing	50,000
JULY	20.	Administration	12,500
	21.	Stage & Boxes	27,800
	22.	Plaster & Drywall	70,500
	23.	Electrical & Mechanical (3)	200,000
AUG.	24.	Administration	15,000
	25.	Ceramic)	49,000
	26.	Terrazzo)	
	27.	VCT & Sheet Vinyl	10,500
	28.	Glazing & Caulking	13,200
	29.	Doors	57,300
	30.	Stone Facade	3,500
	31.	Handrails	17,000
	32.	Entrance/Storefront	43,500
	33.	Electrical/Mechanical (4)	177,500
	34.	Millwork	55,300
	35.	Toilet Compartments	8,000
	36.	Wall Fabric	58,900
SEPT.	37.	Administration	15,000
	38.	Mouldings/Ceiling	40,000
	39.	Carpeting	72,000
	40.	Handicapped Lift	20,000
	41.	Finish Hardware	36,400
	42.	Marquee	25,000
	43.	Sign	20,000
	44.	Draperies	25,000
	45.	Seating	50,000
	46.	Panels	6,000
	47.	Chandeliers	22,500

48.	Painting	39,800
49.	Fireplace	8,000
50.	Sound System	15,000
51.	Bar Equipment	35,000
52.	Interior Signage	5,000
53.	Management 50%	81,000
		$2,868,450
+ Contingency		280,000
		$3,148,450

Ontario Corporation Number
Numéro de la compagnie en Ontario
906129

Letters Patent

By virtue of the powers vested in me under the Corporations Act, I do by these Letters Patent issue a charter to the applicants named in the application attached hereto and which forms part of these Letters Patent, constituting them a corporation without share capital under the name

Lettres patentes

En vertu des pouvoirs qui me sont conférés par la Loi sur les compagnies et associations, j'accorde par les présentes lettres patentes une charte aux requérants(es) dont les noms figurent dans la demande ci-jointe, qui fait partie intégrante desdites lettres patentes, les constituant en association portant le nom de

THE TIVOLI FOUNDATION FOR THE PERFORMING ARTS

The Letters Patent are subject to the following terms and conditions:

a) The corporation shall be carried on without the purpose of gain for its members and any profits or other accretions to the corporation shall be used in promoting its objects;

b) The corporation shall be subject to the Charities Accounting Act, and the Charitable Gifts Act;

c) The directors shall serve as such without remuneration, and they shall not directly or indirectly receive any profit from their position as such; provided that directors may be paid reasonable expenses incurred by them in the performance of their duties;

Les lettres patentes sont soumises aux modalités suivantes:

a) L'association poursuivra ses activités sans objectif de profit pour ses membres et tous les bénéfices ou la plus-value revenant à l'association seront utilisés de façon à promouvoir ses objets;

b) L'association sera assujettie à la Loi sur la comptabilité des fondations de bienfaisance, et à la Loi sur les dons de bienfaisance;

c) Les administrateurs(trices) rempliront leurs fonctions sans rémunération et ne devront pas en tirer profit, directement ou indirectement; mais ils peuvent être défrayés de dépenses raisonnables qu'ils auront encourues dans l'exercice de leurs fonctions;

d) The borrowing power of the corporation pursuant to any by-law passed and confirmed in accordance with section 59 of the Corporations Act shall be limited to borrowing money for current operating expenses, provided that the borrowing power of the corporation shall not be so limited if it borrows on the security of real or personal property;

d) La capacité d'emprunt de l'association, conformément à tout règlement adopté et approuvé en vertu de l'article 59 de la Loi sur les compagnies et associations, sera limitée à l'emprunt de sommes destinées aux dépenses courantes d'exploitation, mais cette limite ne s'appliquera pas si l'association emprunte sur la garantie de biens fonciers ou mobiliers;

e) Upon the dissolution of the corporation and after the payment of all debts and liabilities its remaining property shall be distributed or disposed of to charitable organizations which carry on their work solely in Canada;

e) A la dissolution de l'association et après liquidation de toutes ses dettes et de son passif, les biens restants seront distribués aux organismes de bienfaisance qui poursuivent leurs activites seulement en Canada;

f) If it is made to appear to the satisfaction of the Minister, upon report of the Public Trustee, that the Corporation has failed to comply with any of the provisions of the Charities Accounting Act or the Charitable Gifts Act, the Minister may authorize an inquiry for the purpose of determining whether or not there is sufficient cause for the Lieutenant Governor to make an order under section 317 (1) of the Corporations Act to cancel the Letters Patent of the Corporation and declare it to be dissolved.

f) Si le ministre estime sur rapport du Curateur(trice) public que l'association ne s'est pas conformée à une disposition quelconque de la Loi sur la comptabilité des fondations de bienfaisance ou de la Loi sur les dons de bienfaisance, le ministre peut autoriser une enquête dans le but de déterminer s'il y a lieu ou non que le Lieutenant gouverneur ordonne en vertu de l'article 317 (1) de la Loi sur les compagnies et associations la révocation des lettres patentes de l'association et déclare sa dissolution.

Dated/Daté: August 9 aout 1990.

Gregory Sorbara

Minister
Ministre

per/par:

Feb. 11/91 NRA for discussion Discussed.

TREASURY 1991 FEB 8 ROUTE REC'D L.C.M. I.R.H. T.W.D. N.R.A. T.B. G.D. K.N.

CORPORATION OF THE CITY OF HAMILTON

MEMORANDUM

****

TO: Mr. K. Beattie
Grants Co-ordinator
Treasury Department

YOUR FILE:

FROM: C. J. Coutts, Acting Secretary
Parks and Recreation Committee

OUR FILE:
PHONE: 546-3994

SUBJECT: **FUNDING REQUEST - TIVOLI FOUNDATION FOR THE PERFORMING ARTS**

DATE: 1991 February 06

Please be advised that the Parks and Recreation Committee at its meeting held 1991 February 05 recommended the following:

(a) That the following recommendation of the Arts Advisory Sub-Committee be received and referred to the Grants Review Committee for their consideration:

> That the Grants Review Committee be advised that the Arts Advisory Sub-Committee endorses the request by the Tivoli Foundation for the Performing Arts for financial assistance from the City of Hamilton; and

(b) That this referral not be considered an endorsement of this request by the Parks and Recreation Committee.

Kindly ensure that appropriate action is taken with respect to this matter.

C Coutts

cc: Mr. L. Sage, Chief Administrative Officer
Mr. E. C. Matthews, City Treasurer
Mr. R. Sugden, Director of Culture and Recreation
Mrs. S. K. Reeder, Secretary, Arts Advisory Sub-Committee
Ms. C. York, Arts Co-ordinator
Mrs. N. Chapple, LACAC, Planning Department

CITY OF HAMILTON

- RECOMMENDATION -

DATE: 1991 January 31

REPORT TO: Ms. C. J. Coutts
Acting Secretary
Parks and Recreation Committee

FROM: Mrs. Susan K. Reeder, Secretary
Arts Advisory Sub-Committee

SUBJECT: **Funding Request - Tivoli Foundation for the Performing Arts.**

RECOMMENDATION:

That the Grants Review Committee be advised that the Arts Advisory Sub-Committee endorses the request by the Tivoli Foundation for the Performing Arts for financial assistance from the City of Hamilton.

NOTE: The Sub-Committee agrees that restoration of this historic Hamilton building is important to the community. In addition, the Foundation's proposed programming of the facility would provide welcome arts events which would enrich the cultural life of the City for residents and visitors alike.

Susan K. Reeder.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Amount to be considered by the Grants Review Committee.

BACKGROUND:

At the Grants Review Group meeting of 1990 December 4, Mr. Lou Sage, the Chief Administrative Officer, requested that the Arts Advisory Sub-Committee hold a meeting to examine the viability of a new performing arts facility in Hamilton - the Tivoli Theatre. A proposal had been received by the City for funding assistance to enable the restoration of the theatre. The Tivoli Foundation for the Performing Arts initiated this proposal.

Accordingly, the Arts Advisory Sub-Committee hosted a meeting on Thursday, 1991 January 10. Representatives from the performing arts community attended, as well as consultants from the Federal and Provincial Governments, Mr. Brian Robertson, City officials and representatives of L.A.C.A.C.

A number of questions were raised, most notably dealing with the proposed leasing terms and methods of programming.

It was decided that the members of the Sub-Committee would need more extensive background information before continuing the discussion. A follow-up meeting was scheduled for Thursday, 1991 January 31, to be preceded by a tour of the Tivoli.

On Thursday, 1991 January 17, L.A.C.A.C. hosted another meeting at City Hall. The purpose of the meeting was to invite members of the community to apply for positions on the Foundation's Board of Directors. Mr. Sam Sniderman presented a brief history of the acquisition of the property and Acting Chairman Reg Wheeler fielded questions from the floor. Again the issue of the terms of a lease agreement were raised. Mr. Sniderman announced that he would lease the property to the Foundation in perpetuity for the amount of one dollar per year, with the condition that the Foundation's Board always have, among its members, one municipally elected official.

It was also agreed, from the City's perspective, that this project had primarily an historic restoration focus. As such, any funds with which the City might support the project would not be deducted from present levels of City support to the local arts community.

It is also understood that the Tivoli Theatre will always remain as a facility for the Performing Arts.

c.c. - Mr. Chuck Renaud, Chairman
Arts Advisory Sub-Committee
- Ms. Cheryl York, Arts Co-Ordinator
Culture and Recreation Department
- Mrs. Nina Chapple, L.A.C.A.C.
Planning Department
- Mr. Kevin Beattie, Treasury Department

2. Correspondence

Gave M.

ACROSS CANADA
Labatt's
BEER AT ITS BEST

2 First Canadian Place
Post Office Box 69
Suite 3200
Toronto, Ontario, Canada
M5X 1E7
(416) 361-5050
Telex 06524629
Fax: (416) 361-5200

LABATT BREWERIES OF CANADA
Executive and National Marketing Office

March 20, 1991

Mr. John Elder
General Manager
Copps Coliseum
101 York Blvd.
Hamilton, Ontario
L8R 3L4

Dear John:

Well, once again your staff outdid themselves at a Labatt event.

I just wanted to thank you, Dave, Bill and Jerry for being so cooperative in working with the Brier committee.

Of course, it was no surprise to me. I wish we could work with your staff at all our events.

See you in August and September, John, for you know what. We're trying for an identical script, only this time with Team USA.

In fact, I might see you on April 11th. That looks like the date for another press conference at Copps to finalize the Canada Cup schedule.

Take care.

Sincerely,

Jeff Timson
Public Relations Coordinator

friends of schizophrenics of hamilton

Chapter of
The Ontario Friends of
Schizophrenics Society

United Way
Member Agency

February 13, 1991

Mr. Gabe Macaluso, CEO
Copps Coliseum
101 York Boulevard
Hamilton, Ont. L8R 3L4

Dear Mr. Macaluso: Re - IAPSRS CONFERENCE NOVEMBER, 1990

On behalf of the Conference Committee I would like to thank the Convention Centres for their part in making the event a huge success.

Your Staff was, to a person, cordial, pro-active, and responded to requests and emergencies with a professional willingness to assist.

Robin, Bruce, Bob, and the Maintenance Staff were very helpful during the Conference.

A special thank you must go to Vince Guglielmo, who led us step by step through the 18 months of organizing and set up.

Yours sincerely,

RICHARD RUSSELL
IAPSRS Treasurer

Friends of Schizophrenics c/o 191 James Street South, Hamilton, Ontario L8P 3A8 (416) 523-7413

Gerry Patterson Communications Inc.

April 1, 1991

Hamilton Entertainment and Convention
Facilities Inc.
101 York Boulevard
Hamilton, Ontario
L8R3L4

Attention: Mr. Gabe Macaluso
Managing Director/CEO

Dear Gabe:

This letter will serve to inform you that Gerry Patterson Communications Inc. has acquired a North American Hockey League franchise for Hamilton, Canada, effective April 1,1991.

I am proceeding to organize those partnership, management, and marketing strategies and actions necessary for the launch of the Hamilton team this November 7, 1991.

In the near future, I would welcome the opportunity to meet with you to discuss and consider potential lease arrangements for the Hamilton NAHL franchise as a tenant in Copps Coliseum.

In the interim, I will keep you posted on my progress.

Yours very truly,

Gerry Patterson

cc: Mr. Gordon Stenback - President - NAHL

GAP/tt

1244 Avenue Road, Toronto, Canada, M5N2G7
(416) 489-5424

Attachment 3

3. Minutes of March 22, 1991 Regular Session

3.1 Errors or Omissions
3.2 Motion for Approval

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, March 22, 1991
8:00 a.m.
HAMILTON CONVENTION CENTRE
Room 314

REGULAR MINUTES

PRESENT:	Mr. G. Kay, Chairman Alderman D. Agostino, First Vice-Chairman Mayor R. Morrow Alderman J. Gallagher Alderman W. McCulloch Alderman H. Merling Alderman T. Jackson Alderman T. Murray Mrs. M. Dow Mr. W. Tidball Ms. A. VanDuzer Mr. W. McFarland Mr. M. Ryder Mr. A. DiIanni Mr. N. Levitt
ALSO PRESENT:	Mr. G. Macaluso Mr. J. Leuser Mr. B. Snetsinger Mr. J. Crane Mr. S. Dockman
REGRETS:	Mr. F. DeNardis Alderman D. Drury
MEDIA:	Mr. J. Pohlman, The Spectator

1. Opening Remarks

The Chairman called the meeting to order at 8:10 a.m. and brought to the attention of the Board, a news release which will be circulated to the media following the meeting. The release describes Copps Coliseum's record attendance figures of 242,047 as of March 18, 1991. Contributing to this figure is the record-breaking 70,157 attending this year's Walt Disney's World on Ice and the Labatt Brier which drew 88,894 from March 3rd through the 10th.

A. Operations Committee Third Report of 1991

MOVED by Alderman Murray, seconded by Mr. Tidball that

THE OPERATIONS COMMITTEE THIRD REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

> **THAT DUE TO RETROSPECTIVE IDENTIFICATION OF INCONSISTENCIES IN BID PACKAGES SUBMITTED BY VENDORS, THE PREVIOUS APPROVAL GRANTED BY THE BOARD OF DIRECTORS FEBRUARY 5, 1991 TO ACCEPT THE TENDER SUBMITTED BY NORWEST VIDEO INCORPORATED, HAMILTON AND IN THE TOTAL AMOUNT OF $100,035.45 BE RESCINDED; and THAT THE TENDER SUBMITTED BY HAMILTON VIDEO & SOUND LTD., HAMILTON FOR THE SUPPLY AND INSTALLATION OF A SATELLITE EARTH STATION TO BE LOCATED AT COPPS COLISEUM AND IN THE TOTAL AMOUNT OF $94,030.86 BE ACCEPTED.**
>
> **THAT THE FOLLOWING GUIDELINES BE APPROVED FOR THE ESTABLISHMENT OF A HALL OF FAME IN THE CONVENTION CENTRE:**
>
> **(i) ALL REQUESTS FOR THE ESTABLISHMENT OF A "HALL OF FAME" BE LIMITED TO THE SECOND FLOOR IN THE IMMEDIATE VICINITY OF THE RECEPTION AREA;**
> **(ii) THAT THE ORGANIZATION MUST BE CHARITABLE NON-PROFIT, PROVIDING A DIRECT BENEFIT TO THE COMMUNITY;**

(iii) **THAT THE ORGANIZATION MUST HAVE ITS ANNUAL BANQUET HONOURING THE INDUCTEES AT THE CONVENTION CENTRE;**

(iv) **THAT EACH INDIVIDUAL REQUEST BE CONSIDERED ON ITS OWN MERIT.**

THAT CITY COUNCIL BE REQUESTED TO RECOMMEND TO ITS BANKER THE INSTALLATION OF BANK TELLER MACHINES AT COPPS COLISEUM AND THE HAMILTON CONVENTION CENTRE; and

THAT IN FUTURE TENDER CALLS BY THE CITY OF HAMILTON FOR GENERAL BANKING SERVICES, THE PROVISION OF BANK TELLER MACHINES TO BE LOCATED IN SPECIFIC H.E.C.F.I. FACILITIES BE INCLUDED AS A SPECIFICATION REQUIREMENT.

MOTION CARRIED.

It was agreed that the Chairman will send a letter of appreciation to each of the staff members involved in rectifying the sound problems which were encountered during the Tyson/Ruddock boxing match.

B. Finance and Administration Committee Third Report of 1991

MOVED by Mr. McFarland, seconded by Ms. VanDuzer that

THE FINANCE AND ADMINISTRATION COMMITTEE THIRD REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT THE HAMILTON PERFORMING ARTS FOUNDATION INC.'S OPERATING AND SCHOLARSHIP FUNDS BE COMBINED INTO ONE SCHOLARSHIP FUND WITH A BALANCE OF $20,804. AS AT DECEMBER 31, 1990; AND THAT MS. ALISON VANDUZER BE THE FINANCE AND ADMINISTRATION COMMITTEE'S SPOKESPERSON IN RESPECT OF THE SCHOLARSHIP FUND; AND THAT MS. VANDUZER COORDINATE WITH STAFF THE DEVELOPMENT OF A REVISED MANDATE AND GUIDELINES FOR THE FUND.

MOTION CARRIED.

2. Correspondence

MOVED by Alderman Gallagher, seconded by Ms. VanDuzer that

CORRESPONDENCE DATED FEBRUARY 13, 1991 FROM THE JUNIOR ACHIEVEMENT OF HAMILTON/WENTWORTH EXPRESSING APPRECIATION OF THE SETTLEMENT REACHED BETWEEN THAT ORGANIZATION AND H.E.C.F.I.; AND CORRESPONDENCE FROM MR. R. WHYNOTT ADDRESSED TO MR. KAY EXPRESSING APPRECIATION TO THE BOARD OF DIRECTORS AND SENIOR STAFF FOR THE FRUIT BASKET FORWARDED TO HIM DURING HIS RECENT HOSPITAL STAY.

MOTION CARRIED.

3. Minutes of February 22, 1991 Regular Session

MOVED by Mrs. Dow, seconded by Mr. Ryder that

THE MINUTES OF THE FEBRUARY 22, 1991 REGULAR SESSION BE APPROVED.

MOTION CARRIED.

4. New Business

4.1 C.S.A.E. : Hamilton/Area Chapter Luncheon - Tuesday, April 9, 1991

MOVED by Alderman Murray, seconded by Alderman Gallagher that

ON BEHALF OF H.E.C.F.I. A TABLE OF TEN TICKETS BE PURCHASED TO THE APRIL 9TH CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES (C.S.A.E.) LUNCHEON HELD AT THE SHERATON HOTEL REPRESENTING A TOTAL COST OF $200.

MOTION CARRIED.

5. Other Business

5.1 H.E.C.F.I. Booking Confirmations

In response to Mrs. Dow's query, the Director of Marketing and Sales advised that several bookings had been confirmed - i.e. Hall and Oates; The Nylons; Norther Pikes; Andre-Philippe Gagnon. It was agreed that this information should be conveyed to the media; Alderman McCulloch suggested the circulation of a Press Release.

6. Date of Next Meeting

Friday, April 26, 1991
8:00 A.M.
Hamilton Convention Centre
Room 314

7. In-Camera Motions

The following motions were carried during the In-Camera Session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 8:26 A.M.

THAT THE FOLLOWING PROJECTS ASSIGNED TO THE ADVERTISING FIRM, TORSNEY, BARRETT ROBERTS, WHICH WERE APPROVED AS PART OF THE 1991 MARKETING AND SALES PLAN AND WHICH EXCEED THE SPENDING LIMIT OF $50,000. BE APPROVED:

		Total Project Amount:
(i)	Convention Centre Media Buy	$70,000.
(ii)	Execution of Direct Mail Campaign	$81,006.
(iii)	Copps Coliseum/Hamilton Place Media Buy	$60,000.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE SECOND IN-CAMERA REPORT OF 1991 BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE BACH ELGAR CHOIR'S PROPOSED SCHEDULE OF REPAYMENT AS OUTLINED IN THEIR FEBRUARY 18, 1991 CORRESPONDENCE BE ACCEPTED AS FOLLOWS:

(i) **the Bach Elgar will reduce the debt ($14,904.44) immediately by $3,000 comprised of $2,000. raised recently by the Choir in a deficit reduction fund raising event, and $1,000. being the amount currently on deposit with H.E.C.F.I. in respect of current charges; and**

(ii) **thereafter, the Bach Elgar will pay H.E.C.F.I. $500. following the end of each month in which the month end bank overdraft is not in excess of their permitted credit limit; and**

THAT NO INTEREST BE CHARGED ON THEIR OUTSTANDING ACCOUNTS RECEIVABLE BALANCE WITH H.E.C.F.I. EXCEPT WHEN A MONTHLY PAYMENT IS NOT RECEIVED AT WHICH TIME INTEREST WILL ACCRUE ON THAT MONTH'S PAYMENT.

2. Reorganization and Staff Alignments : Operations/Events Delivery Department

2.1 **THAT THE POSITION OF Director of Operations/Events Delivery BE APPROVED EFFECTIVE UPON HIRING, IN SALARY GRADE 24 ($71,391.36 - $83,918.64, 1990 RATE).**

2.2 **THAT THE POSITION OF Manager of Building Operations, IN THE OPERATIONS/EVENTS DELIVERY DEPARTMENT, BE APPROVED, EFFECTIVE UPON HIRING, IN SALARY GRADE 19 ($52,783.12 - $62,026.12, 1990 RATE).**

2.3 **THAT THE POSITION OF Manager of Events Delivery IN THE OPERATIONS/EVENTS DELIVERY DEPARTMENT, BE APPROVED, EFFECTIVE UPON HIRING, IN SALARY GRADE 19 ($52,783.12 - $62,026.12, 1990 RATE).**

2.4 **THAT THE POSITION OF Supervisor of Security/Cleaning, IN THE OPERATIONS/EVENTS DELIVERY DEPARTMENT, BE APPROVED, EFFECTIVE UPON BOARD APPROVAL IN SALARY GRADE 16 ($42,566.94 - $50,107.20, 1990 RATE); AND THAT MR. BILL FLETCHER, SECURITY AND CLEANING SUPERVISOR FOR COPPS COLISEUM BE RECLASSIFIED FROM SALARY GRADE 15 ($39,040.04 - $45,972.16, 1990 RATE) TO THE POSITION OF SUPERVISOR OF SECURITY/CLEANING IN SALARY GRADE 16**

AND THAT THE POSITION OF SUPERVISOR OF SECURITY/CLEANING FOR COPPS COLISEUM (SALARY GRADE 15) BE DELETED FROM THE ORGANIZATIONAL STRUCTURE. MR. FLETCHER'S ANNIVERSARY DATE TO REMAIN AT SEPTEMBER 30, 1991.

2.5 THAT THE POSITION OF Assistant Events Manager, IN THE OPERATIONS/EVENTS DELIVERY DEPARTMENT BE APPROVED EFFECTIVE UPON BOARD APPROVAL IN SALARY GRADE 15 ($39,040.04 - $45,972.16, 1990 RATE); AND THAT MR. DAVE KELLY, ASSISTANT EVENTS MANAGER AT COPPS COLISEUM REMAIN IN THIS POSITION AT SALARY GRADE 15. MR. KELLY'S ANNIVERSARY DATE TO REMAIN AT OCTOBER 7, 1991.

2.6 THAT THE POSITION OF Administrative Assistant TO THE DIRECTOR OF OPERATIONS/EVENTS DELIVERY, BE APPROVED, EFFECTIVE UPON HIRING IN SALARY GRADE 12 ($30,526.60 - $35,877.92, 1990 RATE).

2.7 THAT THE PART-TIME POSITION OF Event Supervisor, IN THE OPERATIONS/EVENTS DELIVERY DEPARTMENT, BE APPROVED, EFFECTIVE UPON BOARD APPROVAL IN WAGE GRADE 10 (starting rate $13.83 per hour, 1990 rate).

3. Reorganization and Staff Alignments : Marketing/Sales Department

3.1 THAT THE POSITION OF Entertainment Programming and Sales Manager IN THE MARKETING AND SALES DEPARTMENT BE APPROVED EFFECTIVE UPON HIRING, IN SALARY GRADE 18 ($50,472.24 - $59,471.88, 1990 RATE).

3.2 THAT THE POSITION OF Hospitality Programming and Sales Manager IN THE MARKETING AND SALES DEPARTMENT BE APPROVED EFFECTIVE UPON BOARD APPROVAL IN SALARY GRADE 17 ($48,283.56 - $56,918.68, 1990 RATE); AND THAT MR. SAL FARRAUTO BE RECLASSIFIED FROM THE POSITION OF SALES MANAGER IN SALARY GRADE 15 ($39,040.04 - $45,972.16, 1990 RATE) TO THE POSITION OF HOSPITALITY PROGRAMMING AND SALES MANAGER IN SALARY GRADE 17 AND THAT THE POSITION OF SALES MANAGER (SALARY GRADE 15) BE DELETED FROM THE ORGANIZATION

STRUCTURE. MR. FARRAUTO'S ANNIVERSARY DATE TO REMAIN AT OCTOBER 3, 1991.

3.3 **THAT THE POSITION OF Promotions and Public Relations Officer, IN THE MARKETING AND SALES DEPARTMENT BE APPROVED, EFFECTIVE UPON HIRING IN SALARY GRADE 16 ($42,566.94 - $50,107.20, 1990 RATE).**

3.4 **THAT THE POSITION OF Client Service Supervisor, IN THE MARKETING AND SALES DEPARTMENT BE APPROVED, EFFECTIVE UPON BOARD APPROVAL IN SALARY GRADE 14 ($36,486.84 - $42,931.72, 1990 RATE); AND THAT MS. ROBIN LAKING, FORMERLY EVENTS MANAGER IN THE SAME SALARY GRADE 14, ASSUME THE DUTIES OF THE CLIENT SERVICE SUPERVISOR AND THAT THE EVENTS MANAGER POSITION BE DELETED FROM THE ORGANIZATION STRUCTURE. MS. LAKING'S ANNIVERSARY DATE TO REMAIN AT JULY 25, 1991.**

3.5 **THAT THE POSITION OF Promotions/Public Relations Representative IN THE MARKETING AND SALES DEPARTMENT BE APPROVED, EFFECTIVE UPON BOARD APPROVAL IN SALARY GRADE 12 ($30,526.60 - $35,877.92, 1990 RATE).**

3.6 **THAT THE POSITION OF Function Co-Ordinator/Secretary IN THE MARKETING AND SALES DEPARTMENT BE APPROVED EFFECTIVE UPON HIRING IN SALARY GRADE 8 ($22,499.88 - $26,269.88, 1990 RATE).**

4. Proposed Settlement of Claim : H.E.C.F.I. ats Neff

THAT AS PART OF A $10,000. ALL-INCLUSIVE SETTLEMENT OF A PERSONAL INJURY CLAIM TO MRS. MARGARET NEFF AS A RESULT OF AN ACCIDENT WHICH OCCURRED ON THE PREMISES OF COPPS COLISEUM DECEMBER 15, 1987,

THAT H.E.C.F.I. CONTRIBUTE $2,500. TOGETHER WITH A CONTRIBUTION OF $2,500. FROM BRAVO CONCRETE AND $5,000. FROM FALLA CONSTRUCTION; AND

THAT THIS CONTRIBUTION BE FINANCED FROM THE CITY'S RESERVE FOR UNINSURED LOSSES.

THE ADVICE OF LEGAL COUNSEL CONTAINED IN CORRESPONDENCE DATED MARCH 21, 1991 TO FORWARD A LETTER TO CARROLL, PATTERSON INC. RECONFIRMING H.E.C.F.I.'S POSITION RESPECTING THE TERMINATION OF THE H.E.C.F.I./CARROLL, PATTERSON INC. CONTRACT BE APPROVED; and

THAT THE H.E.C.F.I. LETTER BE FORWARDED APRIL 1, 1991.

THAT THE MINUTES OF THE FEBRUARY 22, 1991 IN-CAMERA SESSION BE APPROVED.

THAT THE IN-CAMERA SESSION BE ADJOURNED.

8. Motion to Adjourn

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE MEETING ADJOURN AT 8:25 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Gene Kay, Chairman of the Board

Patricia Bennett, Secretary

and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, May 24, 1991
8:00 a.m.
HAMILTON CONVENTION CENTRE
Room 314

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

A.	*Operations Committee Fifth Report of 1991*	*Attachment A*
B.	*Guidelines : Board Community Dinners*	*Attachment B*
C.	*Community Dinner : Appreciation Gala Reception and Dinner :* *The Honourable Lincoln M. Alexander and Her Honour Yvonne P. Alexander* *Wednesday, September 11, 1991, Metropolitan Toronto Convention Centre*	*Attachment C*
D.	*H.E.C.F.I. In-Camera By-Laws*	*Attachment D*
E.	*Conflict of Interest Policy*	*Attachment E*
F.	*Approval of Draft 1990 Annual Report*	*Attachment F*

INFORMATION ITEMS

2.	**Correspondence**	Attachment 2
3.	**Minutes of April 26, 1991 Regular Session**	Attachment 3

3.1 Errors or Omissions
3.2 Motion for Approval

4. Business Arising From the Minutes

5. New Business

6. Other Business

7. Date of Next Meeting

Friday, June 27, 1991
8:00 A.M.
Hamilton Convention Centre
Room 314

8. Motion to Adjourn

OUTSTANDING BUSINESS

(i) Amalgamation of Arena/Trade Centre Foundation and Hamilton Place Theatre Foundation

(ii) Restoration of Tivoli Theatre : Impact Upon Hamilton Place

May 24, 1991
Patricia Bennett
Secretary to the Board of Directors

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

A.

OPERATIONS COMMITTEE FIFTH REPORT OF 1991

The Operations Committee presents its **FIFTH** Report from its meeting held May 15, 1991 and respectfully requests approval of the following:

1. HCC: Replacement of Vinyl Covering on Movable Walls : Acceptance of Quotation - R.A. Wensley Inc.

THAT THE ALTERNATE QUOTATION SUBMITTED BY R.A. WENSLEY INC., FREELTON FOR THE REPLACEMENT OF VINYL COVERING AND PROTECTIVE PLATES ON MOVABLE WALLS IN THE CHEDOKE, WEBSTER AND ALBION ROOMS AND IN THE TOTAL AMOUNT OF $74,789. EXCLUDING G.S.T., BE ACCEPTED; and

THAT THE VINYL COVERING MATERIAL REQUIRED, BE PURCHASED SEPARATELY FROM EGAN LAING INC. WITH THE COLOUR OF SAME TO BE NORWICH II - APACHE; and

THAT THE FUNDING REQUIRED FOR THIS PROJECT BE FINANCED FROM CAPITAL PROJECT ACCOUNT NO. CF 5332 928941006, CONVENTION CENTRE RENOVATIONS - VINYL ON MOVABLE WALLS.

2. Asbestos Abatement Programme : Release of Holdback, McGowan Insulations

THAT THE HOLDBACK MONIES RETAINED TO DATE BY THE CORPORATION OF THE CITY OF HAMILTON, TREASURY DEPARTMENT, IN THE TOTAL AMOUNT OF $23,320.59 BE RELEASED TO THE CONTRACTOR, NAMELY MCGOWAN INSULATIONS, SUBJECT TO A LIEN SEARCH BEING CONDUCTED BY THE LAW DEPARTMENT AND APPROVAL OF THE TREASURY DEPARTMENT.

Respectfully submitted,

Alderman H. Merling /pt

Alderman H. Merling, Vice-Chairman

Patricia Bennett

Patricia Bennett, Secretary

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: May 20, 1991

SUBJECT: **BOARD MEMBER ATTENDANCE AT COMMUNITY BANQUETS**

RECOMMENDATION:

THAT THE FOLLOWING GUIDELINES PERTAINING TO THE BOARD'S ATTENDANCE AT COMMUNITY BANQUETS BE ADOPTED:

1. **THAT THE BOARD OF DIRECTORS PURCHASE TICKETS TO LOCAL COMMUNITY BANQUETS DEEMED TO FURTHER ENHANCE H.E.C.F.I'S PUBLIC RELATIONS/PROMOTIONS PROFILE IN THE COMMUNITY.**

2. **THAT THE BOARD CONSIDER EACH COMMUNITY BANQUET REQUEST ON AN INDIVIDUAL BASIS; and THAT EACH REQUEST BE PRESENTED TO THE BOARD IN WRITING AT ONE OF ITS REGULARLY SCHEDULED MONTHLY MEETINGS.**

3. **THAT TICKETS TO EACH BANQUET BE OFFERED IN ORDER OF PRIORITY TO:**

   (i) **H.E.C.F.I. Members of the Board**
   (ii) **City Council**
   (iii) **H.E.C.F.I. Management Directors or designate(s)**

4. **THAT TICKET RECIPIENTS ACKNOWLEDGE THAT ACCEPTANCE OF A TICKET CARRIES A RESPONSIBILITY TO EITHER ATTEND THE EVENT OR TO RETURN THE TICKET WITH SUFFICIENT NOTICE TO THE LEGISLATIVE ASSISTANT.**

BACKGROUND:

- At the May 16, 1991 Finance and Administration Committee meeting, management was directed to prepare guidelines respecting the Board's attendance at community banquets and forward the report directly to the Board.

- Traditionally, the Board attends the B'Nai Brith; the CYO Sports Celebrity Night; the Football Hall of Fame; and the Gallery of Distinction. Other major banquets attended on more than one occasion include the Status of Women banquet and Festitalia.

- Management believes that the Board should maintain its discretion in committing to the foregoing as well as all other community banquets on an event-by-event basis.

- In October, 1988 the Board directed management to *identify upcoming major community dinners in the Hamilton area.* In January, 1989 the Board agreed to *consider each community dinner request individually; and that H.E.C.F.I. purchase up to a maximum of two tables (20 tickets) to each event.* Further discussion regarding the number of tables to be purchased on the Board's behalf took place in January, 1990; no limit was agreed to.

- To date, the Board has purchased tickets to B'Nai Brith Sports Night (February 4, 1991); C.Y.O. Celebrity Dinner (February 27, 1991); Women of the Year 1990 Banquet (February 27, 1991); C.S.A.E. Luncheon (April 9, 1991); Outstanding Business Achievement Awards Dinner (May 8, 1991). Funding has been allocated for the Board's attendance at each of the 1991 Football Hall of Fame and the Gallery of Distinction events. A remaining estimated balance of $1,400. remains in the allocation.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

C.

APPRECIATION GALA

FOR HIS HONOUR, COLONEL The Honourable Lincoln M. Alexander, PC, KStJ, QC, BA, LL.D
LIEUTENANT GOVERNOR OF ONTARIO
AND Her Honour, Mrs. Yvonne Alexander, OStJ

THE EVENING OF SEPTEMBER 11, 1991
CONSTITUTION HALL — METROPOLITAN TORONTO CONVENTION CENTRE

May 3, 1991

MAY 1991

Mr. Gabe Macaluso
Managing Director/CEO
Hamilton Entertainment &
Convention Facilities
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Dear Gabe:

Further to our telephone conversation of today's date, I am enclosing a copy of a letter which the Gala Committee is sending out to notify people of the Lincoln Alexander dinner date of September 11, 1991. An order form and invitation will follow. I would very much appreciate it if HECFI could see fit to taking a table for 10 at $2,000. I know the City of Hamilton intends to take a table subject to appropriate committee approvals.

It is my strong desire to see Hamilton prominently represented at this dinner. I have taken a table and Saul Smurlick and John Miller are actively marketing tickets as well.

I know that there are corporate tables available for greater sums of money and can get you the details upon request.

I look forward to hearing from you with respect to this matter.

Yours very truly,

Joseph M. Pigott, Q.C.
cc: Gala Office - Please forward invitations and other materials to HECFI.

APPRECIATION GALA

FOR HIS HONOUR, COLONEL The Honourable Lincoln M. Alexander, PC, KStJ, QC, BA, LL.D
LIEUTENANT GOVERNOR OF ONTARIO
AND Her Honour, Mrs. Yvonne Alexander, OStJ

THE EVENING OF SEPTEMBER 11, 1991
CONSTITUTION HALL — METROPOLITAN TORONTO CONVENTION CENTRE

Gala Office
Room 1706 - Westbury Hotel
475 Yonge Street
Toronto, Ontario
M4Y 1X7

April

Mr. John Doe
123 Anywhere Street
Somewhere, Ontario
1X2 2X1

Dear Mr. Doe:

Please reserve Wednesday, September 11th, as a very important date on your calendar.

The Honourable Lincoln M. Alexander retires as Lieutenant-Governor of Ontario on September 20, and the evening of September 11 has been established for the Appreciation Gala Reception and Dinner to officially pay tribute to His Honour and Her Honour Yvonne P. Alexander.

This vice-regal event will be held at Constitution Hall of the Metropolitan Toronto Convention Centre.

As co-leaders of ceremony, Mrs. Hilary Weston and Mr. Knowlton Nash will preside to formally pay tribute on behalf of the grateful citizens of Ontario.

As the date draws closer, a formal invitation will be forwarded to your personal attention. It will be an exciting evening, and we trust that you, your friends, and associates will attend.

If you wish additional information, please call the Gala Office at 416-961-7300.

Sincerely,

The Gala Committee

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: May 20, 1991

SUBJECT: **IN-CAMERA MEETINGS**

RECOMMENDATION:

THAT H.E.C.F.I. MAINTAIN ITS DISCRETION TO CONDUCT IN-CAMERA SESSIONS IN ORDER TO MAINTAIN CONFIDENTIALITY WHILE NEGOTIATING CONTRACTS OR PROPOSALS RELATIVE TO ITS BUSINESS MANAGEMENT UNDER THE PROVISIONS OF BILL PR34, CLAUSE 29, (20), (E)*PROPOSED OR ACTUAL CONTRACTS WITH PERSONS AND THE FINANCIAL RESULTS THEREOF, PROPOSING OR HOLDING CONVENTIONS, MEETINGS, RECEPTIONS, TRADE SHOWS, CONFERENCES OR EVENTS OF ANY KIND*; and

THAT FURTHER, SUCH DECISIONS REMAIN CONFIDENTIAL UNTIL NEGOTIATIONS ARE FINALIZED.

BACKGROUND:

- Alderman Agostino, in his May 9, 1991 correspondence (copy attached), has requested that the criteria for in-camera proceedings be reviewed.

- H.E.C.F.I. was incorporated with Bill Pr34 receiving Royal Assent in December 1985. Clause 29, subsection (2) outlines the types of issues which may be held *in-camera*. The following is an excerpt from Bill Pr34:

  (2) Notwithstanding subsection (1), meetings of the board may be held in camera in respect of,

  (a) personnel matters, including matters related to wages, salaries and benefits;
  (b) discipline, unless the individual affected requests that the meetings be open to the public;
  (c) collective bargaining;

(d) litigation and communications respecting solicitor-client relationships, including legal opinions and advice; ;and

(e) proposed or actual contracts with persons and the financial results thereof, proposing or holding conventions, meetings, receptions, trade shows, conferences or events of any kind.

- The foregoing closely resembles The City of Hamilton's *in-camera* criteria which is as follows:

1. Matters relating to specific properties to be acquired or to be disposed of by the City and related negotiations.

2. Matters related to preliminary discussions concerning the location, re-location or expansion of businesses when requested to do so.

3. Personnel matters relating to,
   (i) hiring,
   (ii) wages, salaries, or benefits,
   (iii) discipline,
   (iv) terminations,
   (v) changes in the employment status of employees. By-law No. 88-171, S.1

4. Collective bargaining matters.

5. Matters relating to litigation or communication respecting solicitor-client relationships including legal opinions and advice.

6. Information prepared by the City's investigator in respect of applications made under subsection 496 (1) of The Municipal Act by any person who is unable to pay taxes because of sickness or extreme poverty. By-law No. 83-273, S.1

- H.E.C.F.I.'s criteria for in-camera issues differs from that of the City's in that procurement of entertainment, convention, sporting, and trade/show business is not relative. H.E.C.F.I.'s criteria allows it some discretion in the management of its business and in being able to compete with other privately managed facilities.

- The City Solicitor has agreed that H.E.C.F.I. does have some leeway under item (e) *(Proposed or actual contracts with persons and the financial results thereof, proposing or holding conventions, meetings, receptions, trade shows, conferences or events of any kind)* to discuss matters which fall within the criteria. The Corporation of The City of Hamilton has similar negotiating discretion under items 1, and 2 of its criteria.

- Following the City of Hamilton's example, the H.E.C.F.I. Board of Directors adopted Bourinot's Rules of Order as its reference for managing its meetings. Part IV, Company Meetings, Section 62 *Meetings of Directors*, page 86, states *"...Thereafter the meetings of the directors will follow a pattern devised to serve best the purposes of the company, always including the bringing forward of business unfinished at an earlier meeting and provision for the reports of officers or committees which may have been requested at such earlier meeting.*

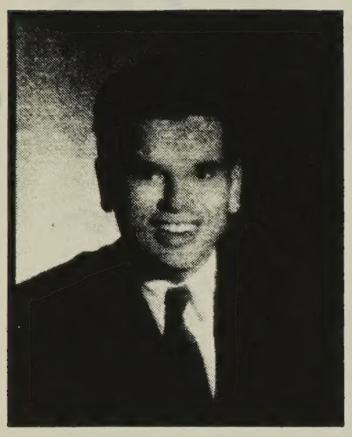
- During its initial years, H.E.C.F.I. Board Meetings were managed in a manner *which best served the company* at the time. The Board, although adhering to the legislation in respect of in-camera items, used its discretion in keeping confidential those issues which the Board deemed as having potential to jeopardize the integrity of the Board itself or to jeopardize its negotiating power.

- It is management's belief that H.E.C.F.I. must maintain some discretion (which is permitted within the parameters of the legislation) with respect to contract negotiations in order to remain competitive. All other in-camera criteria is straight forward and is adhered to.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant



Dominic Agostino

Alderman — Ward 5
Regional Councillor

City Hall, 71 Main Street West
Hamilton, Ontario L8N 3T4
Tel. 546-2730 • Res. 574-0179
Fax 546-2095

1991 May 9

Ms. P. Bennett.
Legislative Assistant
HECFI

Dear Ms. Bennett:

I would like to ask you to place on the next Board agenda an item regarding HECFI In Camera meetings.

As you know, I have been a constant critic of the fact that we do too much of our business in camera and I believe that as a public body, we must, with few exceptions, deal with our business in public. In reviewing the applicable sections of Bill P34, primarily Section 29, it appears that we only have the legal right to go in camera for special matters which are outlined. These matters include the following:

(a) personnel matters, including matters related to wages, salaries and benefits;

(b) discipline, unless the individual affected requests that the meetings be open to the public;

(c) collective bargaining;

(d) litigation and communications respecting solicitor-client relationships, including legal opinions and advise; and

(e) proposed or actual contracts with persons and the financial results thereof, proposing or holding conventions, meetings, receptions, trade shows, conferences or events of any kind.

I know that there are certain Board Members think that HECFI has a legal right to deal with all of its business in camera however. I do not believe that this should be the case and I have forwarded a request to the City Solicitor, by copy of this letter, to forward me a legal opinion on the status of the legal responsibilities of HECFI in regards to in camera items.

Thank you for your attention to this matter.

Yours sincerely,

D. Agostino

Dominic Agostino, Alderman,
Ward 5

c.c. Ms. P. Noe-Johnson,
City Solicitor

Hamilton
Entertainment
and Convention
Facilities Inc.

101 [illegible] Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel 416/546-[illegible]
Fax 416/527-6856

E

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Mr. G. Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: May 20, 1991

SUBJECT: **MUNICIPAL CONFLICT OF INTEREST ACT**

RECOMMENDATION:

THAT THE FOLLOWING REPORT BE RECEIVED FOR INFORMATION

BACKGROUND:

- Alderman McCulloch's May 15, 1991 correspondence requesting a review of H.E.C.F.I.'s Conflict of Interest Policy is attached.

- Legal Counsel, Lee A. Pinelli, provided H.E.C.F.I. management with a professional opinion in respect of H.E.C.F.I.'s adoption of a formal Conflict of Interest Act for its Board of Directors. Mr. Pinelli stated in his April 10, 1990 correspondence *"...It is my conclusion, therefore, that the provisions of the Municipal Conflict of Interest act, 1983 apply to the board in question. Even if this is not the case, the fact that the board is appointed by council, which is covered by the Municipal Conflict of Interest Act, 1983 and the fact that the board shall appoint committees which are governed by the Act, seem to suggest that it would be most appropriate for the board to also be governed by the Act."*

- Consequently, the Board of Directors, at is April 20, 1990 Regular Meeting, adopted THE MUNICIPAL CONFLICT OF INTEREST ACT, R.S.O. 1983, Chapter 305. However, at that time copies of the revised legislation was not provided to management or the Board of Directors. The copy provided to Management and Board Members in respect of a member of a council or of a local board declaring his/her conflict of interest states, *"...as soon as practicable after the commencement of the meeting, disclose his interest and shall not take part in the consideration or discussion of, or vote on any question with respect to, the contract, proposed contract or other matter, or attempt in any way to influence the voting on any such question."*

- Management and Board Members were therefore not aware of Clause 5. (2) of the revised Act which states *"Where the meeting referred to in subsection (1) is not open to the public, in addition to complying with the requirements of that subsection, the member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration."*

- A subscription to the Ontario Gazette has been ordered by the Legislative Assistant which provides information in respect of revised Statues. This, together with an improved line of communication with the City Clerk's Department will hopefully prevent a similar occurrence in the future.

- Copies of the handbook which was circulated to all Regional Councillors entitled The Municipal Conflict of Interest Act, Robert M. Forbes, Q.C. have been ordered for Board Members and will be circulated as soon as they are received.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

WILLIAM M. McCULLOCH

CITY COUNCIL

CITY HALL
71 MAIN STREET WEST L8N 3T4
(416) 546-2730

1005/17 ROBINSON STREET L8P 1Y6
(416) 525-6647

1991 May 15

Dear Gabe,

I would appreciate, a complete airing at the next Board meeting of the matter of a member of the HECFI Board sitting in on discussions regarding the consideration of contract proposals with potential hockey clubs for the use of COPPS Coliseum who is a partner and/or employee of one of the two people bidding for the use of the ice.

The fact that he declared a conflict of interest means that he should have immediately left the in camera meeting and taken absolutely no part in ongoing discussions either by his continued physical presence and/or by offering comments.

Since even the former Chairman did not seem to be aware of this gross error of procedures and it is of such a fundamental basis to our ongoing negotiations, I would ask that the City Solicitor be present to explain the acts under which we operate relating to conflict of interest responsibilities of Board members as it relates to open and in camera meetings.

Sincerely,

Bill McCulloch

WM:jf

Mr. Gabe Macaluso
Managing Director, CEO

c.c. Patrice Noe-Johnson, City Solicitor
Mr. Lou Sage, Chief Administrative Officer

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Mr. Gabe Macaluso, Managing Director/CEO; Barry Snetsinger, Director, Marketing and Sales; Patricia Bennett, Legislative Assistant

DATE: May 20, 1991

SUBJECT: **1990 ANNUAL REPORT**

RECOMMENDATION:

THAT THE PROPOSED DRAFT OF THE 1990 ANNUAL REPORT BE APPROVED AT A COST NOT TO EXCEED $1,200. AND FUNDED FROM ACCOUNT NUMBER HE80061 52001; and

THAT MANAGEMENT BE AUTHORIZED TO CONDUCT A COMPETITION FOR THE DESIGN OF THE 1991 COVER OF THE ANNUAL REPORT.

BACKGROUND:

- In accordance with Bill Pr34 H.E.C.F.I. produces an Annual Report which includes audited financial statements.
- Production of the 1987 and 1988 Annual Report produced 2,000 costly, glossy booklets which were not, as anticipated, utilized as marketing tools. It was therefore agreed that a limited number of 1989 and future Reports would be developed and produced at minimum cost.
- The development and production of the 1990 Annual Report includes the input of a young Hamilton artist, Dean Inglis, who has designed the cover. It is management's hope that in future years, with the Board's approval, the design of the cover of H.E.C.F.I.'s Annual Report will become a "community" project. Competition for the design of the cover will be open to a yet to be determined school (Mohawk College, Sir John A. MacDonald, Dundas Valley School of Art, etc.) A small stipend could be offered.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Barry Snetsinger, Director
Marketing and Sales

Patricia Bennett
Legislative Assistant

THE CORPORATION OF THE CITY OF HAMILTON
City Hall, 71 Main Street West, Hamilton, Ontario L8N 3T4

2.

1991, May 3

Mr. Gabe Macaluso
Chief Executive Officer
H.E.C.F.I.

Dear Gabe:

Thank you very much for the complimentary use of the Piano Nobile Lounge for the Hamilton Arts Award Reception on May 1, 1991.

Your support for Hamilton's first **"Arts Awareness Month"** project is sincerely appreciated.

Yours very truly,

Cheryl York
Arts-Co-ordinator
Culture & Recreation Department

CY/cf

c.c. Mayor Robert Morrow

Senators predict a flush future

Prospectus details cost of ownership and foresees big bucks when arena built

BY AL STRACHAN
The Globe and Mail

BLOOMINGTON, Minn. — The confidential memorandum issued by the Ottawa Senators to prospective share purchasers paints a picture of a rosy future, not only for the club but also for the National Hockey League.

It is so rosy, in fact, that it belies the frequent complaint of team owners that they can't afford to meet salary demands of the players.

In the 12-page document acquired by The Globe and Mail, the assertion is made that the club can break even selling only 5,700 tickets a game.

Capacity in the Ottawa Civic Centre, where the club will begin operations, is to be 10,725, and 9,100 seats have already been sold. If the team moves into the proposed Palladium, capacity will be 22,500.

The memorandum says that "it is expected that, upon relocation to the Palladium, every additional 1,000 seats sold will result in an extra $1,775,000 to the partnership."

Construction on the Palladium, which would be built by Terrace Investments Ltd., cannot begin until the Ontario Municipal Board rezones the land upon which the building is to be situated.

Terrace Investments Ltd., the general partner to which an NHL franchise was awarded in December, is offering shares in the Ottawa Senators Hockey Club Limited Partnership. It proposes to sell 49,000 Class A units for $39.2-million and 24,500 Class B units for $14,332,500.

Class A units make up 49 per cent of the total shares; Class B comprise 24.5 per cent; there are also 26,500 Class C units.

The minimum investment in Class A units is $196,000, which gives the purchaser 245 units — .245 per cent of the team. The memorandum says, however, that the at-risk amount for such an investment is estimated to be only $52,803. There would be a tax saving of $64,797 and a five-year cash return of $78,400.

In the review of revenue projection, Terrace predicts ticket sales of $17,387,000 in each of the first two years. After that, ticket sales are expected to be $42-million annually.

Furthermore, broadcasting revenue of $5.685-million per annum is projected. Advertising revenue is estimated to be more than $3-million annually ($1.51-million from board ads, $703,000 from sign spaces and $1-million from official sponsors).

Concession revenue is expected to provide an additional $1.6-million, as are the sale of private club memberships and the like.

In trying to promote its offering, the general partner lists the financial highlights, which include a projection of future NHL franchises to be sold for $60-million (U.S.) and says that as a result, "the Senators could potentially receive U.S. $10-million before the year 2000."

Terrace Investments, which was awarded the franchise last December, stands to make a substantial return for itself (as opposed to the hockey club) if and when the team moves into the Palladium. The memorandum points out that a lease has been negotiated equal to 10 per cent of the gross revenue.

If the revenue projections cited elsewhere in the memorandum prove to be accurate, then Terrace could find itself clearing about $5.4-million a year in rent in the new building.

The hockey club is also to be subsidized by the taxpayers of Canada through tax write-offs that the club expects to claim. The memorandum says that "it is assumed that 80 per cent of the franchise fee [$50-million U.S.] is attributable to players' contracts and written off by 1995. Seventy-five per cent of the balance is written off on a declining basis at 7 per cent a year."

3.

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, April 26, 1991
8:00 A.M.
HAMILTON CONVENTION CENTRE
Room 314

REGULAR MINUTES

PRESENT:
Mr. G. Kay, Chairman
Alderman D. Agostino, First Vice Chairman
Mr. F. DeNardis, Second Vice Chairman
Mayor R. Morrow
Alderman J. Gallagher
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. N. Levitt
Mrs. M. Dow
Mr. W. Tidball
Ms. A. VanDuzer
Mr. W. McFarland
Mr. M. Ryder
Mr. A. DiIanni

ALSO PRESENT:
Mr. G. Macaluso
Mr. B. Snetsinger
Mr. J. Leuser
Mr. S. Dockman
Mr. R. Ellison
Mr. B. Calder

MEDIA:
Ms. D. Walker, C.H.C.H.
Mr. K. Peters, The Spectator

1. Opening Remarks

The Chairman called the meeting to order at 10:15 a.m.

A. Operations Committee Fourth Report of 1991

MOVED by Alderman Murray, seconded by Mrs. Dow that

THE OPERATIONS COMMITTEE FOURTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT THE FOLLOWING SMOKING POLICY AS IT PERTAINS TO EVENTS BE ADOPTED FOR HAMILTON PLACE THEATRE:

(i) THAT SMOKING BE RESTRICTED TO THE DESIGNATED AREA IN THE PIANO NOBILE;

(ii) THAT A LESSEE MAY USE ITS DISCRETION TO DESIGNATE ITS EVENT(S) AS A NON-SMOKING EVENT(S);

(iii) THAT IF A LESSEE CHOOSES TO EXERCISE ITS DISCRETION IN DECLARING THE FACILITY TO BE NON SMOKING DURING ITS EVENT, PATRONS MUST BE NOTIFIED AS FOLLOWS:

a) SIGNS MUST BE POSTED IN ALL LOBBIES, THE PIANO NOBILE; and

b) AN ANNOUNCEMENT MUST BE MADE OVER THE PUBLIC ADDRESS SYSTEM AT THE OUTSET OF THE EVENT AND DURING INTERMISSIONS; and

THAT ALL PREVIOUS POLICIES IN RESPECT OF SMOKING AS IT PERTAINS TO EVENTS BE RESCINDED.

MOTION CARRIED. Alderman Agostino opposed the motion.

B. Audit Committee First Report of 1991

MOVED by Alderman Murray, seconded by Mr. McFarland that

THE AUDIT COMMITTEE FIRST REPORT OF 1991 BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

> **THAT THE DRAFT AUDITED FINANCIAL STATEMENTS FOR THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. FOR THE PERIOD ENDED DECEMBER 31, 1990 BE RECEIVED.**
>
> **THAT THE DRAFT AUDITED FINANCIAL STATEMENTS FOR THE HAMILTON PERFORMING ARTS FOUNDATION FOR THE PERIOD ENDED DECEMBER 31, 1990 BE RECEIVED.**
>
> **THAT THE MANAGEMENT LETTER FROM MACGILLIVRAY PARTNERS FOR THE PERIOD ENDED DECEMBER 31, 1990 BE RECEIVED.**

MOTION CARRIED.

C. Community Dinner : Outstanding Business Achievement Awards

MOVED by Alderman Murray, seconded by Alderman Jackson that

ON BEHALF OF THE BOARD OF DIRECTORS ONE TABLE OF TEN BE PURCHASED TO THE OUTSTANDING BUSINESS ACHIEVEMENT AWARDS MAY 8, 1991 AT THE HAMILTON CONVENTION CENTRE.

MOTION CARRIED.

D. Community Dinner : Annual Festitalia Gala

MOVED by Mr. Levitt, seconded by Alderman Gallagher that

ON BEHALF OF THE BOARD OF DIRECTORS ONE TABLE OF TEN BE PURCHASED TO THE ANNUAL FESTITALIA GALA SUNDAY, JUNE 9, 1991 AT CARMEN'S BANQUET CENTRE.

MOTION CARRIED.

E. Restoration of Tivoli Theatre : Impact Upon Hamilton Place

MOVED by Alderman Murray, seconded by Mrs. Dow that

MANAGEMENT BE DIRECTED TO PREPARE AN ANALYSIS OF THE PROBABLE IMPACT ON HAMILTON PLACE SHOULD THE TIVOLI THEATRE BE RESTORED; and

THAT THE ISSUE BE REFERRED TO THE MARKETING AND SALES COMMITTEE.

MOTION CARRIED.

2. Correspondence

MOVED by Mr. Levitt, seconded by Mrs. Dow that

CORRESPONDENCE INCLUDED IN THE AGENDA AS ATTACHMENT TWO (2) BE RECEIVED.

MOTION CARRIED.

During discussion of Mr. Patterson's April 1, 1991 letter which stated that Gerry Patterson Communications Inc. has acquired a North American Hockey League franchise for Hamilton effective April 1, 1991, the CEO clarified, in response to Alderman Murray's query, that there has been no solid proposal presented for the Board's consideration in respect of a hockey franchise.

3. Minutes of March 22, 1991

MOVED by Mr. Ryder, seconded by Mr. Tidball that

THE MINUTES OF THE MARCH 22, 1991 REGULAR SESSION BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. New Business

5.1 Chairman's Dinner

MOVED by Alderman Murray, seconded by Mr. Ryder that

A CHAIRMAN'S DINNER BE HELD JUNE 10, 1991 AT THE HAMILTON CONVENTION CENTRE TO HONOUR THE SERVICE OF PAST CHAIRMAN, ALDERMAN GALLAGHER, AND PREVIOUS BOARD MEMBERS, MESSRS. PAUL COWELL AND TOM CASEY.

MOTION CARRIED.

The CEO stated that estimated costs to host the Chairman's Dinner are $1,500.

5.2 Board Agenda Package : Environment Awareness

At the suggestion of Ms. VanDuzer, and in the interest of the paper conservation, the Board agreed to eliminate the Board and Standing Committee agenda cover pages and to ensure that all pages in agenda packages are double-sided.

6. Other Business

Nil

7. Date of Next Meeting

Friday, May 24, 1991
8:00 A.M.
HAMILTON PLACE BOARD ROOM

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THAT PAYMENT OF THE ACCOUNTS OF THE LAW FIRM EVANS, PHILP IN RELATION TO WORK DONE REGARDING THE N.H.L. FRANCHISE BID AND DRAFTING OF A LEASE/LICENCE AGREEMENT IN CONNECTION WITH THAT BID, BE RATIFIED; and

THAT THE LAW DEPARTMENT OF THE CITY OF HAMILTON BE REQUESTED TO CONSULT WITH THE CHIEF EXECUTIVE OFFICER AND THE DIRECTOR OF FINANCE AND ADMINISTRATION WITH RESPECT TO THE DRAFTING OF TERMS OF ENGAGEMENT FOR USE BY H.E.C.F.I. WHEN RETAINING PRIVATE LAW FIRMS; and

THAT THE LAW DEPARTMENT OF THE CITY OF HAMILTON BE REQUESTED TO MAKE ASSISTANCE AVAILABLE TO THE CHIEF EXECUTIVE OFFICER AND THE DIRECTOR OF FINANCE AND ADMINISTRATION, IN ASSESSING ANY INDIVIDUAL ACCOUNT OR SERIES OF ACCOUNTS SUBMITTED TO H.E.C.F.I. BY PRIVATE LAW FIRMS.

THE H.E.C.F.I. BOARD OF DIRECTORS CONFIRM AND APPROVE THE FOLLOWING:

1. **THAT THE LICENCE AGREEMENT HAS TERMINATED WITH AN INDEBTEDNESS OF THE DUKES TO H.E.C.F.I. IN THE AMOUNT OF $17,402.14; and**

2. **THAT THE LEASE AGREEMENT BETWEEN H.E.C.F.I. AND THE DUKES SHALL TERMINATE ON THE FIRST DAY OF MAY, 1991 AND THAT THERE EXISTS WITH RESPECT TO LEASEHOLD OBLIGATIONS OF H.E.C.F.I. TO THE DUKES AN INDEBTEDNESS OUTSTANDING IN THE AMOUNT OF $24,111.25; and**

3. **THAT THE DUKES' OUTSTANDING ACCOUNT RECEIVABLE BE DEDUCTED FROM THE H.E.C.F.I.'S LEASEHOLD IMPROVEMENTS PAYMENT RESULTING IN A NET AMOUNT OF $6,709.10; and**

4. **THAT AT SUCH TIME AS THE OFFICE SPACE IS VACATED BY THE DUKES ANY RENTAL PAYMENTS OWING H.E.C.F.I. WILL BE DEDUCTED FROM THE SETTLEMENT OF $6,709.10 AND ALL OF THE FOREGOING WILL BE AFFECTED IN FORM SATISFACTORY TO THE C.E.O. OF H.E.C.F.I. AND SOLICITOR; and**

5. **THAT UPON COMPLETION AND SATISFACTION OF ALL OF THE FOREGOING EACH OF THE PARTIES RELEASES THE OTHER FROM ANY AND ALL CLAIMS WITH RESPECT TO THE FOREGOING MATTERS.**

THE SALARY/WAGE SCHEDULE FOR ALL NON-UNION PERSONNEL BE ADJUSTED BY 4% EFFECTIVE JANUARY 1, 1991, 2% EFFECTIVE JULY 1, 1991, 5% EFFECTIVE JANUARY 1, 1992, 3% EFFECTIVE JANUARY 1, 1993 AND 1% EFFECTIVE JULY 1, 1993 AND THAT INDIVIDUAL SALARIES/WAGES BE ADJUSTED ACCORDINGLY; and

THAT THE FOLLOWING BENEFIT ADJUSTMENTS BE EFFECTIVE JANUARY 1, 1991:

a) **MILEAGE: 36 CENTS PER KILOMETRE ON THE FIRST FIVE THOUSAND KILOMETRES PER ANNUM AND 23 CENTS PER KILOMETRE FOR ALL KILOMETRES IN EXCESS OF FIVE THOUSAND. IN ADDITION, UP TO $100. PER YEAR FOR BUSINESS INSURANCE UPON SUBMISSION OF RECEIPT FROM INSURER;**

b) **EXTENDED MEDICAL: EMPLOYEES 65 YEARS OF AGE OR OLDER WILL BE OFFERED THE OPPORTUNITY TO PURCHASE THROUGH THE EMPLOYERS ACCOUNT WITH THE CARRIER A MEDICAL PLAN SIMILAR TO ONTARIO BLUE CROSS PLUS 55 CORE PLAN. THE EMPLOYER WILL APPROACH THE CARRIER ON BEHALF OF FORMER EMPLOYEES TO INVESTIGATE THE POSSIBILITY OF THEIR PURCHASING THE SAME BENEFIT;**

c) **LIFE INSURANCE: 5 TIMES SALARY PURCHASED AT EMPLOYEES OPTION; and**

THE FOLLOWING BENEFIT ADJUSTMENT BE EFFECTIVE JANUARY 1, 1992:

a) **VISION CARE: FROM $200. TO $250.; and**

b) **HEARING AID: FROM $300. LIFETIME TO $300. EVERY 36 MONTHS; and**

THE FOLLOWING BENEFIT ADJUSTMENT BE EFFECTIVE JANUARY 1, 1993;

a) **LIFE INSURANCE: FROM 1 1/2 TIMES SALARY TO 2 TIMES SALARY.**

THAT A SPECIAL MEETING OF THE CHAIRMAN OF THE BOARD AND THE STANDING COMMITTEE CHAIRMEN BE STRUCK TO REVIEW THE RELATIONSHIP AND REPORTING REQUIREMENTS BETWEEN H.E.C.F.I. AND THE CORPORATION OF THE CITY OF HAMILTON.

THAT THE POSITION OF MANAGER OF FOOD & BEVERAGE BE APPROVED, EFFECTIVE UPON HIRING, IN SALARY GRADE 19 ($52,783.12 - $62,026.12, 1990 RATE).

THAT MR. BRAD CALDER BE APPOINTED TO THE POSITION OF DIRECTOR OF OPERATIONS/EVENTS DELIVERY FOR THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. ON A CONTRACT BASIS; and

THAT THE MANAGING DIRECTOR/CEO AND THE COMMISSIONER OF HUMAN RESOURCES BE AUTHORIZED TO NEGOTIATE THE PROVISIONS OF A CONTRACT WITH MR. BRAD CALDER FOR A TERM OF ONE (1) YEAR AT STEP ONE ($71,391.36, 1990 RATE), SALARY GRADE 24 ($71,391.36 TO $83,918.64 - 1990 RATES); and

THAT THE FOREGOING BE FORWARDED TO CITY COUNCIL FOR INFORMATION.

THAT ITEM NUMBER FOUR (4) OF THE FINANCE AND ADMINISTRATION THIRD IN-CAMERA REPORT RECOMMENDING THAT *H.E.C.F.I. RECOMMEND TO THE CHIEF ADMINISTRATIVE OFFICER OF THE CITY OF HAMILTON, THE POSITION OF CHIEF EXECUTIVE OFFICER BE IDENTIFIED AS THE ONLY SENIOR POSITION WHICH REQUIRES COUNCIL APPROVAL* BE TABLED.

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 10:15 A.M.

THAT THE IN-CAMERA SESSION BE RECONVENED AT 11:10 A.M.

THAT THE IN-CAMERA MINUTES OF MARCH 22, 1991 BE APPROVED.

THAT MANAGEMENT'S APRIL 15TH, 1991 REPORT ENCLOSING MR. GERRY PATTERSON'S APRIL 1ST CORRESPONDENCE ADVISING OF HIS RESIGNATION AS DIRECTOR AND OFFICER OF CARROLL, PATTERSON INC., EFFECTIVE APRIL 1, 1991 BE RECEIVED; and

CORRESPONDENCE DATED APRIL 25, 1991 FROM MR. BUZZ CARROLL, PRESIDENT OF CARROLL, PATTERSON INC. CONFIRMING MR. PATTERSON'S RESIGNATION EFFECTIVE APRIL 1, 1991 BE RECEIVED.

THAT THE CITY OF HAMILTON'S LEGAL DEPARTMENT BE REQUESTED TO PROVIDE AN OPINION REGARDING THE H.E.C.F.I. BOARD OF DIRECTORS' CONCERN REGARDING A POSSIBLE PERCEIVED CONFLICT OF INTEREST ARISING FROM H.E.C.F.I.'S AUDITING FIRM, MACGILLIVRAY PARTNERS, AND MORE SPECIFICALLY MR. BRUNO BRAGOLI'S INVOLVEMENT DURING PREVIOUS NEGOTIATIONS IN RESPECT OF THE BID FOR AN N.H.L. FRANCHISE, HAVING BEEN RETAINED BY MR. GERRY PATTERSON IN RESPECT OF A NORTH AMERICAN HOCKEY LEAGUE FRANCHISE IN HAMILTON.

THE WORKSHOP DISCUSSION PROCEED DURING THE IN-CAMERA SESSION.

THAT THE CHAIRMAN OF THE BOARD BE DIRECTED TO SCHEDULE A WORKSHOP AT HIS DISCRETION.

8. Motion to Adjourn

MOVED by Mr. Levitt, seconded by Mr. Ryder that

THE REGULAR SESSION ADJOURN AT 11:25 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Mr. Gene Kay, Chairman of the Board

Patricia Bennett, Secretary

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, August 23, 1991
8:00 a.m.
HAMILTON CONVENTION CENTRE
Room 314

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

A. Marketing and Sales Committee
Third Report of 1991 — ***Attachment A***

B. Canadian Football Hall of Fame Induction
(i) Motion to Approve Board Attendance at October 26th Dinner — ***Attachment B(i)***
(ii) Donated Wine — ***Attachment B(ii)***

C. Replacement of Board Member Alison VanDuzer — ***Attachment C***

INFORMATION ITEMS

2. Correspondence and Articles of Information — Attachment 2

3. Minutes of June 28, 1991 Regular Session — Attachment 3

3.1 Errors or Omissions
3.2 Motion for Approval

4. Business Arising From the Minutes

5. New Business

6. Other Business

7. Date of Next Meeting

Friday, September 27, 1991
8:00 A.M.
HAMILTON PLACE BOARD ROOM

8. Motion to Adjourn

OUTSTANDING BUSINESS

(i) Amalgamation of Arena/Trade Centre Foundation and Hamilton Place Theatre Foundation

(ii) H.E.C.F.I. Board's Formal Response to Specific Comprehensive Audit and Hamilton Place Task Force Items

August 19, 1991
Patricia Bennett
Secretary to the Board of Directors

A.

MARKETING AND SALES COMMITTEE THIRD REPORT OF 1991

The Marketing and Sales Committee presents its **THIRD** Report from its meeting held August 15, 1991 and respectfully requests approval of the following:

1. Marketing and Sales Advertising Agency Project Budget

THAT DUE TO THE POSTPONEMENT AND/OR CANCELLATION OF VARIOUS PROJECTS ORIGINALLY INCLUDED IN THE ADVERTISING AGENCY PROJECT BUDGET AND DUE TO ACCELERATED COSTS TO DEVELOP AND PRODUCE SALES AIDS FOR THE THREE H.E.C.F.I. FACILITIES, A REVISED PROJECT BUDGET IN THE AMOUNT OF $353,200. BE APPROVED REPRESENTING AN OVERALL REDUCTION OF $54,490.

Respectfully submitted,

Alderman J. Gallagher, Chairman

Patricia Bennett, Secretary

CANADIAN FOOTBALL HALL OF FAME INDUCTION COMMITTEE
58 JACKSON STREET WEST, HAMILTON, ONTARIO L8P 1L4 PHONE 528-7566

B(i)

July 31, 1991

Mr. Gabe Macaluso
HECFI
101 York Boulevard
Hamilton, Ontario
L8R 3K1

Dear Mr. Macaluso:

I am writing **to announce a change** of date for the Canadian Football Hall of Fame Induction Dinner to **Saturday, October 26th, 1991.** The list of reasons for making this change are many and too long to list here. However, the most important reason is that we will be able to have the Hall of Fame Game - Toronto Argonauts versus the Hamilton Tiger-Cats - on Sunday afternoon, October 27th.

If you have already purchased a table, we hope this later date will not inconvenience you, in any way - except to change the date on your calender. The new date, however, may help some of you that were unable to come to the dinner on October 5th.

By changing to the 26th, we will have representatives from both teams at the dinner, that play on Sunday afternoon. We may have some surprises for you as to who these people might be.

We want to show all of Canada that Hamilton is proud to be the home of the Canadian Football Hall of Fame & Museum's - Induction Weekend, and with your continued support this great tradition will be even more successful.

Tickets are $60.00 and come in tables of ten. Please send your requests for tickets to:

Canadian Football Hall of Fame & Museum
58 Jackson Street West
Hamilton, Ontario
L8P 1L4

or call (416) 528-7566

Yours truly,

Reg

Reg Wheeler
Chairman

RW/ts

CANADIAN FOOTBALL HALL OF FAME INDUCTION COMMITTEE
58 JACKSON STREET WEST, HAMILTON, ONTARIO L8P 1[illegible] PHONE [illegible]28-7[illegible]

B(ii)

August 12, 1991

Mr. Gene Kay
Chairman of the Board
HECFI
101 York Boulevard
Hamilton, Ontario
L8R 3K1

Dear Sir:

As chairman of the Induction Committee, I'm writing to you to ask you for permission to place two bottles of donated wine on each table for our Induction Dinner on Saturday October 26th, 1991.

As you are aware, we have been doing this since our dinners began in 1973. We would like to continue this practice.

We hope your committee will look favourably upon this request and our committee hopes to see all of you at our dinner.

Yours truly,

Reg Wheeler

Reg Wheeler
Chairman

RW/ts

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: August 19, 1991

SUBJECT: **REPLACEMENT OF BOARD MEMBER ALISON VANDUZER**

The City Clerk's department has requested that the H.E.C.F.I. Board state which option it requires insofar as Ms. VanDuzer's replacement is concerned:

a) that Ms. VanDuzer's position remain vacant until the end of 1991 and to be included with the City's procedure respecting the 1992 appointments; or

b) to fill the position on a temporary basis to the end of 1991.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

JUN 19 1991

2.

74th Canadian Chemical Conference and Exhibition
e Congrès canadien de chimie et exposition

Hamilton

Dr. Colin Lock, FCIC
Chairman - Président
416-525-9140 X4760
LOCK@MCMASTER

Dr. Jim Barr, FCIC
Vice Chairman - Vice-Président
416-575-2148

Dr. Alfio Corsini, FCIC
Dr. Helen Howard-Lock, FCIC
Programme
416-525-9140 X4506

Dr. Michael Brook, MCIC
Abstracts - Résumés
416-525-9140 X3483
MABROOK@MCMASTER

Dr. Brenda Brown, MCIC
Logistics
Distribution des locaux
416-252-2281 X3164

Mr. Fred Capretta, MCIC
Session Support
Assistants
416-525-9140 X2036

Dr. Bak Chauhan, MCIC
Publicity - Publicité
416-326-1607

Mr. Vic Forde, FCIC
General Interest Programme
Programme d'intérêt general
416-385-2662

Dr. Kathy Gough, MCIC
Exhibition - Exposition
416-688-5550 X4115

Mr. Bert Halliday, MCIC
Treasurer - Tresorier
519-623-7600

Mrs. Joanne Leigh
Accompanying persons
Conjoints
416-521-1698

Mr. Richard MacDonald, MCIC
Fund Raising - Levée de fonds
416-575-2149
Fax: 416-575-2371

Dr. David MacLean, MCIC
Industrial Programme
Programme industrielle
416-827-1141

Mr. Tom Sutton, MCIC
CSCT - SCTC
416-575-1212 X3220

Dr. Joe Vetrone, MCIC
Facilities - Facilités
416-896-6724

June 2-6, juin 1991

June 13, 1991

To
c.c. members
+ J. Forde
+ G. Maccum

Mayor Robert Morrow
Hamilton City Hall
Mayor's Office
71 Main St W
Hamilton, Ontario
L8N 3T4

Dear Mr. Mayor:

I should like to thank you, both personally, and on behalf of the organizing committee, for attending the opening ceremonies of the conference and for bringing greetings from the city of Hamilton. Your presence was very much appreciated and the light banter with Mr. Whynott in your speech provided just the right touch. The conference was extremely successful and I hope this will persuade the Canadian Society for Chemistry to bring the conference back to Hamilton in the future.

Once again, my thanks.

Sincerely,

Dr. Colin Lock
Chairman

CL/ch

Mailing address: 74th CCC, P.O. Box 1027, McMaster University, Hamilton, Ontario L8S 1C0 Fax: 416-522-2509
Canadian Society for Chemistry; a constituent society of **The Chemical Institute of Canada**

WATCH TOWER
CONVENTION
4025 Mainway
Burlington, Ontario L7M 2L7
(416) 332-5552

CC. Dave
Jerry
Bill
Brad
Gate
Barry

6

July 21, 1991

John Elder
c/o Copps Coliseum
101 York Blvd.
Hamilton, ON
L8R 3L4

Dear John:

We wish to express our satisfaction once more with the co-operation we received from you and your staff in staging our district convention for this summer of 1991.

Your organization has always been courteous and responsive. Please pass on our commendation to David Kelly, Bill Fletcher, Jerry Van and the rest of your staff.

We look forward to working with you again on some future occasion.

Sincerely,

John

John Dillabough
District Convention Supervisor
of Jehovah's Witnesses

■ MORE CLASSIFIED/F3
■ BIRTHS/DEATHS/F5

City

SENATORS AT THE OMB

Reject arena site, ministry asks board

By Mohammed Adam
Citizen municipal writer

Allowing a hockey arena on farmland in Kanata will be an invitation to develop the entire area, an Agriculture Ministry lawyer told the Ontario Municipal Board on Monday.

"If this development is approved, it will inexorably to urbanization and further development," lawyer Tom Lederer said. "It will be a signal to other developers that this area is available for development."

He said the area's agricultural designation didn't stop Terrace Investments from buying the land. It won't stop other developers, he said.

Lederer said the region's promise to hold the line to further development doesn't hold water.

"There isn't a single case when the region has not approved development on agricultural lands," Lederer said. "If the council is intent on holding the line, why do we have the West Urban Growth Study?"

Municipal Board expected to rule on Ottawa Senators' arena in about four weeks

The study, funded by Terrace and other developers, is looking into the use of about 7,000 acres of farmland between Kanata and Stittsville.

Lederer was making his final argument before a municipal board hearing into using 100 acres of farmland for the proposed Ottawa Palladium and a hotel, offices and stores. He asked the board to reject the site. The board is expected to rule in about a month.

"The emotional attachment to the idea of a National Hockey League franchise should not be sufficient to override good planning principles," Lederer said.

Lederer said civic pride has to be recognized but it flows from the franchise itself and not the proposed arena.

Lederer said that while the region and Terrace said the arena wouldn't spur adjacent development, the region's chief planner told regional councillors last year that "approval of the arena complex may result in undue pressure for approval of a larger urban area."

He also noted that while the region's lawyer told the board further development can be stopped, Kanata's lawyer and Terrace's experts said the lands are sure to be developed in the future and should not be protected.

Terrace chairman Bruce Firestone has said he must get site approval before Dec. 16 or the conditional Ottawa Senators franchise will die.

But Lederer said timing ought not to be an important consideration for the board. He said Terrace had ample warning and opportunity to properly examine alternative sites but did not. Any time constraints are self-imposed, he said.

Panel chairman Peter Howden has expressed misgivings about the site selection process at both the region and province. Monday, he wanted to know if the ministry had advised Terrace about the procedures the developer would have to follow to satisfy the ministry.

Lederer said the ministry had.

"The problem is not the result of an unhappy process but a willingness of Terrace to gamble on the fact that once they got the franchise, they will get approval for the site," Lederer said.

He said Terrace paid little attention to alternative sites because, "the arena was being used as an inducement for something bigger — West Terrace city," on 500 acres the developer owns in the area.

Tom Lederer
Development worry

Create and survive

This month our management page looks at how fading firms can generate new ideas—and products

COMPANIES are mesmerised by their competitors—a comforting thought for the legions of management consultants who grew fat in the 1980s teaching them how to identify, analyse and react ever faster to their rivals. But "reactive" strategies have one big failing: they are unlikely to foster innovation. Instead, as Alfred Sloan, founding president of General Motors, once summed up the carmaker's strategy: "it was not necessary to lead in technical design or run the risk of untried experiments, provided that our cars were at least equal in design to the best of our competitors' in a grade."

Sixty years on, many managers still live by the same credo—and, at best, end up marginally beating their rivals. Competitive advantages won this way tend to be short-lived, simply turning into endless games of strategic leap-frog. Enduringly successful firms focus on being creative, not reactive. To do that, companies—especially western ones—will have to focus on what Mr Peter Senge, a management expert at the Massachusetts Institute of Technology, terms "generative learning". That means coming up with fresh ideas.

This will be tough for firms nurtured on reactive strategies like market research, the usual method western firms use to find out what customers want. Carmakers are among market research's biggest fans, as the dull similarity of modern cars testifies. But the most creative ones try instead to produce their vision of what the customer might want. The result: everything from Nissan's quirky S-Cargo minivan to four-wheel-drive "leisure vehicles" like Suzuki's Vitara.

Similar creative leaps have spawned remote-control units for televisions and videos, the Sony Walkman and suspension systems for mountain bikes. Worryingly for western firms, Japanese companies appear to be a lot better at such creative thinking than western ones. So how can uninspired companies transform themselves into idea factories? An obvious starting point is to:

● **Encourage experimentation.** A study by Mr Arie de Geus, former chief planning strategist at Royal Dutch/Shell, one of the more innovative oil giants, suggested that the key to the survival of the small number of firms that had lasted for more than 75 years was their ability to run "experiments on the margin".

One way to encourage off-beat experimentation is to institutionalise it, as

MANAGEMENT FOCUS

Raytheon, an American defence and electronics group, does in its New Products Centre (NPC). This differs from most new-product teams by concentrating solely on the untested ideas of entrepreneurial employees. Raytheon estimates that its NPC has generated some $100m in incremental sales over the years.

Even failure can be useful. The 90% or so of experimental research projects that Japan's Honda estimates fail first time

around are pooled for possible use in future products. Pooling as-yet unusable ideas also means that Honda doesn't waste time "re-inventing the wheel".

● **Make specialists generalists.** If they are to be creative, firms need to be able to pool their employees' knowledge—hard to do, if research engineers, tucked away in their laboratories, fail to understand the needs of customers. At Honda, research-and-development recruits spend three months making cars, and a further three selling them at dealerships. They then spend six months rotating through a variety of R&D jobs. Experiencing every part of the company "hands-on" is, Honda reckons, the best way to help recruits see how the whole organisation works—and the best way to encourage them to come up with useful new ideas.

● **Break down hierarchies.** Traditional company structures emphasise control rather than creation-through-experiment. Frederick Winslow Taylor, pioneer of scientific management, summed this up to Harvard students in 1909: "your job is to find out what your boss wants and give it to him exactly as he wants". Such a view is precisely why fresh ideas are much harder to push up through a hierarchical organisation than across a flat one. Many Japanese companies are trying to evolve a "paperweight" structure: Japanese paperweights are broad and flat.

● **Unstick information.** The majority of managers now have computers on their desks, but getting information to flow freely between employees is still a headache for many firms—one that dulls innovation. Executive computer-users rarely know how to exploit the idea-swapping abilities of electronic-mail and networks. Japanese companies don't bother. They use a technique known as *waigaya* in which brainstorming groups of employees push ideas around the firm. *Waigaya* sessions can last for days, which many western firms might find hard to swallow; but just an hour spent juggling seemingly outlandish ideas can spawn innovative group thinking.

● **Make time to think.** Managers spend much of their time trying to force-fit solutions to day-to-day problems that block their path—which can lead them to forget why they were on the path in the first place. Encouraging executives to play with "microworlds"—computer models of the firm and its market—is one way to shake them out of reactive-learning. Microworlds allow managers to try out lots of "what if . . ?" ideas. *Waigaya* seems to accomplish much the same thing, but without computers.

These five strategies have one thing in common: all are concerned with process rather than product. In other words, if you shape organisations so that they create rather than merely react, the new products should follow. Allowing a firm's structure to evolve haphazardly according to existing production needs may have worked when product and technology cycles were leisurely and competitors few. But in an era when staying ahead means using good ideas and information faster than competitors, organisational change has to be jostled along, too.

Mr Senge, the MIT management expert, goes further. He reckons that for companies to win consistently, every employee, team and division must constantly expand their abilities to absorb, process and disseminate new ideas. That calls for a fundamental shift in the way managers and workers think, which is harder to accomplish with strong-willed western workforces than with firm and friendly Japanese ones.

This week's Economics Focus is in the Finance section and looks at commodity funds.

HBR Retrospect

A page from the past.

EXCERPTS FROM

The President and the Board of Directors

by Myles L. Mace

Originally published in March-April 1972

The generally accepted roles of boards – selecting top executives, determining policy, measuring results, and asking discerning questions – have taken on the characteristics of a well-established myth, and there is a considerable gap between the myth and reality. I've found that in most companies, boards serve as a source of *advice and counsel*, offer some sort of *discipline value*, and act in *crisis situations*.

Most presidents and outside board members agree that the role of directors is largely advisory and not of a decision-making nature. Most directors do not devote substantial amounts of time to the companies they serve, so their advice cannot be the sort that requires penetrating analysis. Accustomed, however, to dealing with top management problems, directors, within time constraints, can provide useful inputs to presidents willing to listen.

A second role performed by boards is serving as some sort of discipline for the president and his or her management. Presidents and other top managers have indicated that the requirement of appearing formally before a board motivates managers.

There are two critical states of corporate affairs in which boards perform a third role – that of decision making. If the president dies suddenly or becomes incapacitated, the board has the decision-making responsibility to select the successor. Or if the leadership and performance of the president is unsatisfactory, board members ask the president to resign and decide on a successor.

I've concluded that generally boards do not effectively evaluate the performance of the president. Rarely are standards established by which the president can be measured other than the usual test of corporate profitability. But in cases where the board asks for the president's resignation, members were impressive in their willingness to assume top responsibilities. They stayed on the board when it would have been less embarrassing not to be identified with the company.

I found, however, that boards *do not* perform three functions commonly considered their domain. First, the boards of most large companies do not establish objectives, strategies, and policies. In most companies, allocation of capital resources is accomplished through a management process of analysis resulting in recommendations to the board. Almost without exception, these recommendations go unchallenged by the board.

A second role ascribed to boards is that of asking discerning questions. Again, I found that directors do not in fact do this. Many board members cited their lack of understanding of the problems presented by the president; thus to avoid "looking like idiots," they refrain from questioning.

Moreover, typical outside directors are selected by the president and thus do not ask questions inside or outside meetings. However, directors who own or represent the ownership of substantial shares of stock generally do. They are not selected by the president and therefore represent themselves and an interest more likely to be consistent with that of other stockholders.

A third role usually attributed to directors is the selection of the president. Yet I found that in most companies, directors do this only under the crisis situations cited earlier.

Boards do serve in an advisory role in the selection of a new president – in their capacity as a sort of corporate conscience. Rarely does a board of directors reject a candidate recommended by the president.

For those presidents and boards who do want boards to perform more than relatively passive functions, I propose a five-point program.

1. *Ask all insiders on the board other than the chairperson and the president to resign.*
2. *The specific functions of the board should be discussed and agreed on by the chairperson, the president, and the outside board members and reduced to writing as a charter to board activities.*
3. *Establish the criteria by which the board is required to evaluate the performance of the president annually, on a formal basis.*
4. *Directors should ask those discerning questions at board meetings that they would ask if they owned a substantial part of the companies they serve – the questions owners would ask.*
5. *Establish compensation rates for outside directors that motivate them to fulfill active and responsible roles as directors.*

Myles L. Mace is professor emeritus at the Harvard Business School and is a director of Camp Dresser & McKee, an environmental-engineering consulting firm in Boston. The article from which the foregoing is excerpted was a second place McKinsey Award winner in 1972.

3

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, June 28, 1991
8:00 A.M.
HAMILTON CONVENTION CENTRE
Room 314

REGULAR MINUTES

PRESENT:
Mr. G. Kay, Chairman
Alderman D. Agostino, First Vice-Chairman
Mr. F. DeNardis, Second Vice-Chairman
Alderman J. Gallagher
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. N. Levitt
Mr. W. Tidball
Ms. A. VanDuzer
Mr. W. McFarland
Mr. M. Ryder
Mr. A. DiIanni
Mrs. M. Dow

ALSO PRESENT:
Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Snetsinger
Mr. B. Calder
Mr. R. DiFilippo
Mr. S. Farrauto

REGRETS:
Mayor R. Morrow

1. Opening Remarks

The Chairman called the meeting to order at 8:05 a.m. The Chairman welcomed everyone to the meeting including Hospitality Programming and Sales Manager, Sal Farrauto. Mr. Farrauto's attendance coincides with management's plan to periodically introduce middle management to the Board and its Committee process.

A. Operations Committee Sixth Report of 1991

MOVED by Mr. Levitt, seconded by Mr. Ryder that

THE OPERATIONS COMMITTEE SIXTH REPORT OF 1991 BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

> **THAT THE REQUEST SUBMITTED BY MR. GELINDO SANMARTIN TO SERVE HOME-MADE WINE DURING HIS DAUGHTER'S WEDDING RECEPTION TO BE HELD AT THE CONVENTION CENTRE AUGUST 24, 1991 BE APPROVED SUBJECT TO THE FOLLOWING CONDITIONS:**
>
> **A) THAT THE QUANTITY TO BE SERVED BE RESTRICTED TO TWELVE (12) ONE-LITRE BOTTLES; and**
>
> **B) THAT A SPECIAL OCCASION PERMIT BE APPLIED FOR, RECEIVED AND PAID BY MR. GELINDO SANMARTIN SO AS TO ALLOW THE SERVING OF THE WINE.**

MOTION CARRIED.

B. Finance and Administration Committee Fourth Report of 1991

MOVED by Ms. VanDuzer, seconded by Mr. McFarland that

H.E.C.F.I. CONTINUE TO ADMINISTER THE SCHOLARSHIP FUND, ESTIMATED TO BE APPROXIMATELY $21,388. AS AT JUNE 14, 1991; and

THAT THIS AMOUNT BE INVESTED WITH THE CITY'S GENERAL FUNDS IN ORDER TO INCREASE THE SCHOLARSHIP FUND'S ANNUAL INVESTED RETURN; and

THAT THE TOTAL AMOUNT OF THE ANNUAL SCHOLARSHIP(S) BE ROUNDED TO THE NEAREST FIFTY (50) DOLLARS ON THE BASIS OF AN ASSUMED ANNUAL DISTRIBUTION OF 7.5% ON INVESTED CAPITAL; and

THAT THE BALANCE OF THE ANNUAL INVESTED RETURN IN EXCESS OF THE ANNUAL DISTRIBUTION OF 7.5% BE ADDED TO THE SCHOLARSHIP FUND'S CAPITAL BASE IN ORDER TO ALLOW FOR SOME FUTURE GROWTH IN THE ANNUAL SCHOLARSHIP(S); and

THAT A CITIZEN SUB-COMMITTEE COMPRISED OF THE FOLLOWING, BE ESTABLISHED TO OVERSEE THE AWARDING OF ANNUAL SCHOLARSHIPS:

(i) H.E.C.F.I. Citizen Board Member
(ii) two citizens prominent in the Performing Arts;

THAT THE FOLLOWING TERMS OF REFERENCE BE ADOPTED AS THE BASIS FOR AWARDING SCHOLARSHIPS TO APPLICANTS:

a) Applicant must be attending or have graduated from a publicly recognized school in the Hamilton-Wentworth Region;

b) Two letters of recommendation must be provided (not from a relative). In addition an application form and financial statement and transcript of most recent remarks will be required along with a copy of the O.S.A.P. Notice of Assessment, where applicable;

c) Applicant's plans and objectives must be to achieve a career goal as a performing artist or designer, composer or technician in the performing arts field. A 200 word essay will be required outlining the foregoing;

d) Provide to the successful applicant(s), a grant to assist with their enrolment at a recognized post secondary educational institution or performing arts school in North America. The successful applicant(s) will be expected to supply a written report on the results of the experience gained in this undertaking;

e) ***The number of applicants to be awarded scholarships each year will be determined by their merit and the availability of funding.***

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Mrs. Dow that

THE PRESENT SYSTEM OF COORDINATING ACCOUNTS RECEIVABLE AND INVOICING WITH THE CITY OF HAMILTON BE CONTINUED.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Mr. Levitt that

THE SIGNING OFFICERS FOR CHEQUES ISSUED BY THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE HEREBY AUTHORIZED AS REQUIRING SIGNATURES FROM TWO (2) OF THE

MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER,
DIRECTOR OF FINANCE AND ADMINISTRATION,
COMPTROLLER
ACCOUNTING SUPERVISOR, **or**

ONE OF THE ABOVE, AND ONE OF

THE CHAIRMAN OF THE BOARD OF DIRECTORS,
DIRECTOR OF OPERATIONS/EVENTS DELIVERY,
DIRECTOR OF MARKETING AND SALES,
MANAGER OF EVENTS DELIVERY,
ASSISTANT EVENTS MANAGER,
ENTERTAINMENT PROGRAMMING AND SALES MANAGER,
PROGRAMMING/SALES EXECUTIVE

MOVED by Mr. Ryder, seconded by Mr. Levitt that

THE CHEQUE SIGNING AUTHORITIES FOR THE HAMILTON PERFORMING ARTS FOUNDATION INC. BE UPDATED BY APPOINTING THE MANAGING DIRECTOR/CEO OF H.E.C.F.I. AS THE SECRETARY OF THE FOUNDATION, REPLACING THE DIRECTOR OF HAMILTON PLACE.

MOTION CARRIED.

C. Marketing and Sales Committee Second Report of 1991

MOVED Mrs. Dow, seconded by Mr. Tidball that

THE MARKETING AND SALES COMMITTEE SECOND REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

> **IN RESPONSE TO THE CITY OF HAMILTON'S FINANCE AND ADMINISTRATION COMMITTEE REQUEST *"that the H.E.C.F.I. Board be requested to comment on the impact on Hamilton Place should the request from the Tivoli Theatre Foundation for funds to restore the Tivoli Theatre be successful"*, THAT MANAGEMENT'S JUNE 12, 1991 REPORT BE APPROVED; and**
>
> **THAT THE REPORT BE FORWARDED TO THE CITY'S FINANCE AND ADMINISTRATION COMMITTEE.**

MOTION CARRIED.

D. Presentation by New Crystal Palace Sub-Committee at H.E.C.F.I. Board Meeting

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

THE REQUEST SUBMITTED BY THE NEW CRYSTAL PALACE SUB-COMMITTEE TO MAKE AN APPEARANCE BEFORE THE H.E.C.F.I. BOARD BE REFERRED TO THE OPERATIONS COMMITTEE.

MOTION CARRIED.

2. Correspondence

MOVED by Mr. Levitt, seconded by Mrs. Dow that

CORRESPONDENCE INCLUDED AS ATTACHMENT 2 OF THE AGENDA PACKAGE BE RECEIVED.

MOTION CARRIED.

The Chairman of the Board noted, with regret, the June 5, 1991 correspondence from Ms. VanDuzer formalizing her resignation from the Board in order to pursue her Master of Social Work degree. Board Members joined the Chairman in commending Ms. VanDuzer for her contribution to the Board.

3. Minutes of May 24, 1991 Regular Session

Ms. VanDuzer pointed out that the minutes reflect the Board's approval of a Marketing and Sales recommendation in respect of a co-promotion with The Evelyn Group for a production of "How Could You Mrs. Dick". The motion for approval was defeated by the Board; the minutes will be noted accordingly.

MOVED by Alderman McCulloch, seconded by Alderman Gallagher that

THE MAY 24, 1991 MINUTES OF THE REGULAR SESSION BE APPROVED AS AMENDED.

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. New Business

Nil

6. Other Business

Nil

6.1 Hamilton Place : Great Hall Banners

MOVED by Mr. Ryder, seconded by Alderman Gallagher that

THE CEO'S JUNE 24TH REPORT INFORMING THE BOARD OF THE NECESSITY TO BEGIN REMOVAL OF THE GREAT HALL BANNERS DUE TO A SAFETY CONCERN BE RECEIVED.

MOTION CARRIED.

7. Date of Next Meeting

AT THE CALL OF THE CHAIRMAN:

Friday, July 26, 1991
8:00 A.M.
Hamilton Convention Centre, Room 314

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED AT 8:15 A.M.

THE BENEFIT ADJUSTMENTS FOR NON-UNION PERSONNEL ADOPTED BY THE H.E.C.F.I. BOARD AT ITS REGULAR MEETING HELD APRIL 26, 1991 BE AMENDED TO CLEARLY INDICATE THAT THE LIFE INSURANCE PROVISION PURCHASED AT EMPLOYEES' OPTION, SHALL BE AT ".5" TIMES SALARY, INSTEAD OF "5" TIMES SALARY.

THE EXISTING AGREEMENT BETWEEN H.E.C.F.I. AND THE HAMILTON MUSICIANS' GUILD LOCAL 293 WHICH EXPIRED AUGUST 31, 1990 BE RENEGOTIATED TO INCORPORATE THE FOLLOWING REVISIONS TO THE TERMS AND CONDITIONS STIPULATED THEREIN:

A) THE TERM OF THE AGREEMENT BE THREE (3) YEARS, COMMENCING 1990 SEPTEMBER 1 AND TERMINATING 1993 AUGUST 31.

B) THE GUARANTEED MINIMUM EXPENDITURE TO LOCAL 293 MUSICIANS BE SET AT $50,000. OVER THE THREE (3) YEAR TERM OF THE AGREEMENT.

C) THE CONVENTION CENTRE AND COPPS COLISEUM BE INCORPORATED INTO THE AGREEMENT AS FAR AS THE GUARANTEED MINIMUM EXPENDITURE IS CONCERNED, SO THAT ON ANY OCCASION WHEN EITHER FACILITY IS THE EMPLOYER OF LOCAL 293 MUSICIANS, THE AMOUNT PAID TO SAME WILL BE CREDITED AGAINST THE MINIMUM EXPENDITURE.

D) THE SCHEDULE OF FEES BE INCREASED BY 5% EFFECTIVE ON THE DATE OF SIGNING THE AGREEMENT AND BY A FURTHER 5% ON 1991 SEPTEMBER 1 AND 1992 SEPTEMBER 1 RESPECTIVELY.

H.E.C.F.I. ENTER INTO AN AGREEMENT WITH THE WORLD BASKETBALL LEAGUE TO LEASE/LICENCE COPPS COLISEUM FOR A THREE YEAR PERIOD WHICH INCORPORATES THE PROPOSED TERMS AND CONDITIONS DOCUMENTED AS APPENDIX "A"; and

THAT MANAGEMENT, IN CONSULTATION WITH LEGAL COUNSEL, BE AUTHORIZED TO FINALIZE THE AGREEMENT BY INCORPORATING THE AFOREMENTIONED TERMS AND CONDITIONS INTO A STANDARD LICENCE AGREEMENT.

THE MAY 24, 1991 IN-CAMERA MINUTES BE APPROVED.

THE JUNE 7, 1991 IN-CAMERA MINUTES BE APPROVED AS AMENDED.

HE.C.F.I. NOT ENTER INTO A LICENCE AGREEMENT WITH PROSPECTIVE FRANCHISE OWNER, MR. PAUL SKIDMORE.

THE MEETING BE ADJOURNED AT 10:20 A.M.

9. Adjournment

MOVED by Mr. DeNardis, seconded by Mr. Levitt that

THE REGULAR SESSION BE ADJOURNED AT 8:15 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Mr. G. Kay, Chairman

Patricia Bennett, Secretary

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, September 27, 1991
8:00 a.m.
HAMILTON CONVENTION CENTRE
Albion "C"

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

A.	***Operations Committee Seventh Report***	***Attachment A***
B.	***Community Dinner : Hamilton Gallery of Distinction*** ***Motion to Approve Attendance at November 6th, 1991 Dinner***	***Attachment B***
C.	***Community Dinner : 1991 Racial Harmony Banquet*** ***Motion to Approve Attendance at October 10, 1991 Dinner***	***Attachment C***

INFORMATION ITEMS

2.	**Correspondence and Articles of Information**	Attachment 2
3.	**Minutes of August 23, 1991 Regular Session** **Summary of Information Session September 12, 1991**	Attachment 3

3.1 Errors or Omissions
3.2 Motion for Approval

4. Business Arising From the Minutes

5. New Business

6. Other Business

7. Date of Next Meeting

Friday, October 25, 1991
8:00 A.M.
HAMILTON PLACE BOARD ROOM

8. Motion to Adjourn

OUTSTANDING BUSINESS

(i) H.E.C.F.I. Board's Formal Response to Specific Comprehensive Audit and Hamilton Place Task Force Items

September 19, 1991
Patricia Bennett
Secretary to the Board of Directors

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

OPERATIONS COMMITTEE SEVENTH REPORT OF 1991

The Operations Committee presents its **SEVENTH** Report from its meeting held September 18, 1991 and respectfully requests approval of the following:

1. HCC: Location of Receptionist Stations and Feasibility of Relocating Same

THAT THE NECESSARY WORK BE UNDERTAKEN TO:

A) RELOCATE THE SECURITY DESK FROM THE MAIN ENTRANCE LOBBY TO THE LOADING DOCK AREA;
B) CREATE A NEW OFFICE FOR THE SHIPPER/RECEIVER IN THE LOADING DOCK AREA and;
C) CONSTRUCT A NEW RECEPTIONIST DESK AND REPOSITION SAME IN THE MAIN ENTRANCE LOBBY OF THE CONVENTION CENTRE; and

THAT AN AMOUNT OF $8,000. BE ALLOCATED FROM CAPITAL ACCOUNT NO. CF 5334 928941006 CONVENTION CENTRE VARIOUS EQUIPMENT/RENOVATIONS.

2. HCC: Donated Wine / Brock University Faculty and City of Hamilton (Community Development and Public Works)

THAT THE REQUEST SUBMITTED BY BROCK UNIVERSITY FACULTY OF MATHEMATICS AND SCIENCE TO SERVE APPROXIMATELY THIRTY-FIVE (35) BOTTLES OF DONATED WINE AT THEIR FUNCTION SCHEDULED FOR 1991 OCTOBER 18 BE APPROVED; and

THAT THE REQUEST SUBMITTED BY THE CORPORATION OF THE CITY OF HAMILTON COMMUNITY DEVELOPMENT AND PUBLIC WORKS DEPARTMENTS TO SERVE APPROXIMATELY FIFTY (50) BOTTLES OF DONATED WINE AT THEIR ANNUAL BUSINESS DEVELOPMENT SEMINAR SCHEDULED FOR 1991 OCTOBER 22 BE APPROVED; and

THAT THE AFOREMENTIONED CLIENTS APPLY, OBTAIN AND PAY FOR THE SPECIAL OCCASION PERMITS NECESSARY TO ALLOW THE SERVICE OF DONATED WINE.

3. Future Requests for Donated Wine

THAT ALL FUTURE REQUESTS FOR DONATED WINE BE APPROVED OR DENIED BY SENIOR MANAGEMENT IN ACCORDANCE WITH THE BOARD'S APPROVED POLICY (June 15, 1990) RESPECTING DONATED WINE.

Respectfully submitted,

Alderman T. Murray

Alderman T. Murray, Chairman

Patricia Bennett

Patricia Bennett, Secretary

Hamilton Gallery of Distinction

c/o Joseph M. Smith
44 Frid Street
Hamilton, Ontario
L8N 3G3

526-3376

B

August [illegible], 1991

Mr. Gabe Macaluso
H.E.C.F.I.
101 York Blvd.
Hamilton, Ontario
L8R 3L4

GST → # 130023542

Dear Mr. Macaluso:

Over the past seven years, the Hamilton Gallery of Distinction has become one of those prestigious events in the greater Hamilton area honouring special Hamiltonians, past and present.

At the Hamilton Convention Centre on November 6, 1991, the builders of this great community will be honoured at our 8th Annual Awards Dinner.

To help provide a permanent fund to help that this evening remains very special in future years, in 1991 we are again offering "Inner Circle" corporate tables. Special patrons will have preferred seating and special recognition at the Gallery of Distinction dinner.

We are writing with the hope that your Company will participate in supporting this important community event through the purchase of an inner circle table. The price per table is $1,000 with seating for 10. If you wish to share, again with suitable recognition, this can also be arranged.

We will be calling you over the next few days regarding your decision and any other questions you may have.

Regards,

F.J. Shaughnessy

P.J. Earle

M.J. Lewis

Mayor's Race Relations Committee

1991 September 04

Dear Friends:

Re: 1991 Year of Racial Harmony Banquet

The Mayor's Race Relations Committee cordially invites you to join in the celebration of the growing multi-cultural, multi-racial and multi-religious diversity of our city at our Third Annual Race Relations Evening to be held at the Hamilton Convention Centre, Chedoke Ballroom, on Thursday, October 10 beginning at 6:00 p.m.

The evening will include Dinner, Entertainment and a Feature Address by the Honourable Gerry Weiner, Minister of Multiculturalism and Citizenship.

Tickets, at a cost of $25.00 (plus $1.75 G.S.T. = $26.75) will be available until October 4th by contacting ABOUT TOWN - EVENT & MEETING PLANNERS, 494 Mary Street, Hamilton, L8L 4X4 at (416) 529-6958, fax (416) 529-1108. Groups reserving a full table of 8 will have their name recognized in the programme.

We feel sure that your presence will greatly contribute to the growth of positive Race Relations in our community and we look forward to having you present on this occasion.

Yours truly

for Professor H. Jain
Co-Chairman
Mayor's Race Relations Committee

Mayor R.M. Morrow
Co-Chairman
Mayor's Race Relations Committee

N.B.. Cheques should be made payable to The Mayor's Race Relations Committee (Hamilton) to be received by October 04.

Mayor's Race Relations Committee

RACE RELATIONS IN THE WORKPLACE FORUM

to be held on

MONDAY, 1991 SEPTEMBER 30

at 7:00 p.m.

in the

COUNCIL CHAMBER, HAMILTON CITY HALL

GUEST SPEAKERS

- The Honourable Elaine Ziemba
  Minister of Citizenship with Responsibility for Human Rights, Disability Issues, Seniors' Issues and Race Relations

- Mr. Michael Lewis, Staff Representative
  United Steelworkers of America

- Chief Robert Middaugh
  Hamilton-Wentworth Regional Police

REFRESHMENTS

FOR FURTHER INFORMATION, PLEASE CONTACT THE SECRETARY, MAYOR'S RACE RELATIONS COMMITTEE - 546-3993.

City of Hamilton, City Hall, 71 Main Street West, Hamilton, Ontario L8N 3T4

2

TERENCE V. KELLY, Q.C.

114 KING STREET EAST
OSHAWA, ONTARIO
L1H 7N1

September 12, 1991

General Manager's Office
Copps Coliseum
101 York Boulevard
Hamilton, Ontario
L8R 3L4

TO WHOM IT MAY CONCERN

I write you to commend the work of Marilyn Bowlby and Joanne Fairman with respect to their assistance in replacing stolen Canada Cup tickets which I had purchased through Mastercharge at the sales wicket on August 25th.

From my initial contact with Miss Fairman yesterday, until delivery of replacement tickets by Miss Bowlby, after many questions and a thorough search of records I got the feeling that Miss Bowlby and Miss Fairman would not have been satisfied until they found a record of my purchase of the tickets. When they successfully completed their job, their joy was exceeded only by mine.

Having visited stadiums and arenas throughout the world, I can say that I have rarely been treated in such a professional and pleasant manner as I was by your representatives. This communication to you is to let you know about it. I enclose a clipping from Sports Illustrated about my wanderings.

Sincerely,

T.V. Kelly

Terence V. Kelly

TVK:lm
Enc.

COLLEGE BASKETBALL

Sports Illustrated

NOVEMBER 26, 1973 60 CENTS

North Carolina State's
David Thompson
Turbatons UCLA

SCORECARD

Edited by ROBERT W. CREAMER

THE BASIS OF POWER

Happy Chandler, onetime commissioner of baseball and longtime Kentucky politician, surfaced last week to criticize all baseball commissioners before and after his reign, with particular emphasis on the current titleholder, Bowie Kuhn. Criticizing the baseball commissioner is easy to do—we've done it ourselves a few times—but Chandler's shotgun approach merely obscures the problems besetting the office. Happy praised himself as a players' man, fiercely independent of the owners, at best a debatable assumption, and added that baseball's commissioner today should be more like football's Pete Rozelle. Yet Rozelle, an admirable administrator, is under fire by the NFL players association as an owners' man, while Kuhn is engaged in a serious showdown with Charles O. Finley, who is currently the most successful owner in baseball.

The trouble lies not with the man in the commissioner's job, but in the matter of his power, his authority, and in whether or not a sport can govern itself. It does not matter whether the baseball commissioner is Chandler or Kuhn or Yogi Berra; his capacity to govern derives from the consent of those being governed. When this consent is denied—as it has been in sport after sport in recent years by recourse to outside authority, specifically the courts—no commissioner can control his sport. Baseball recognized this years ago by including in its governing law a provision that says the various clubs "agree to be bound by the decisions of the commissioner . . . and waive recourse to the courts."

Finley has not yet gone to court in defiance of Kuhn, but he has hinted that he might, which would directly challenge Kuhn's authority. On the other hand, football's ability to govern itself was considerably strengthened last winter when the owners of the New Orleans Saints refused to challenge in court a drastic ruling against them by Rozelle. They were not happy about it, but they accepted the judgment. The consent of the governed: a principle of republican government. Without it, there is no authority, unless you use an army to back you up.

HORSEFEATHERS

Some people think the fuel shortage will be a blessing in disguise if it forces us to take up the sedate and peaceful practice of traveling via horse instead of combustion engine. But getting a horse is not a brand-new idea: statistics reveal that there are more privately owned saddle horses in the country today than there were in 1900. Further, travel with a horse is not all that sedate. Captain Paul Latoures of the California Highway Patrol says that in 1901 accidents involving horses killed 3,850 people in the U.S., a fatality rate of 32 persons per 100 million miles. In 1972 motor-vehicle deaths in California occurred at the rate of less than four persons per 100 million miles. Don't get a horse.

PEP TALK

Hank Stram, coach of the National Football League's Kansas City Chiefs, had some encouraging things to say about the proposed World Football League (SCORECARD, Oct. 8), which hopes to begin play next season. Stram did not praise the new league, but neither did he dismiss it out of hand, as some NFL people have done. Stram recalled the early years of the American Football League, before it achieved parity with the NFL and, eventually, merger. Of those days when Hank coached the Dallas Texans, forerunners of the Chiefs, he said, "There was a lot of talk then that the AFL would not succeed, but somebody is always trying to downgrade your product. That only stimulates you and motivates you to do a better job. If you're any kind of competitor, you're going to try to prove what people said was wrong. You always have to endure the tough times and fight your way through the hurt periods."

Stram thinks there are enough players to stock a new league, thus agreeing with WFL leaders, who say that of 7,000 college seniors playing football each fall only 500 or so are given even a chance to make it in the NFL. "It's easy to say there aren't enough players," Stram said, "but who's to know? They said that about the AFL, and look how competitive it became."

ANYBODY HERE SEEN KELLY?

Terence Vincent Kelly, a lawyer in Oshawa, Ontario, is a sports nut, but not your common variety of sports nut. Unlike some intense fans, he does not latch on to one team and follow it everywhere, seeing every game it plays. Not Kelly. He wants to see *every* team everywhere. In Scotland last year he attended five soccer matches in one day, just to get the atmosphere of each game. Last March he matched the National Hockey League schedule with an airlines guide and went on a hockey toot: on Friday night he saw the Vancouver Canucks play the Sabres in Buffalo, on Saturday the New York

Rangers and the Flyers in Philadelphia, on Sunday afternoon the Minnesota North Stars and the Bruins in Boston and on Sunday night the Toronto Maple Leafs and the Rangers in New York. He popped home Monday, but on Tuesday flew to Bloomington, Minn. to see the North Stars against the California Golden Seals and on his way home detoured to St. Louis to see the Golden Seals play the Blues.

During the baseball season he caught a Friday night pitchers' duel between the Mets' Tom Seaver and the Cardinals' Rick Wise in St. Louis, an Angels-Royals game in Kansas City on Saturday and a Cardinals-Cubs doubleheader in Chicago on Sunday.

continued

He has season tickets to hockey games in Toronto and Buffalo, and to Canadian football games in Hamilton. He'll go to England for cricket at Lord's and to Newfoundland for soccer cup matches.

What is it about sport that gets him? "Electricity," he says. "A buildup of things that make the game important." This Sunday he plans to attend the Grey Cup, the big final game in Canadian football, although he still did not have tickets as of last week.

"I'll show up about 1:20," Kelly told Jim Kernaghan of the Toronto *Star*. The game starts at 1:30. "I'll get in. There's no such thing as a sellout and there never has been. Somebody out front always has tickets, and somebody always has one or two left over, no matter what the game. Except for my season tickets, I rarely arrange anything in advance. There's a way to buy a ticket at the righ price."

YOU'RE THE TOP

The No. 1 team in college football, un like its counterpart in college basketbal (*page 70*), varies from year to year, bu almost invariably it comes from a tire somely familiar list of colleges. Any hal way knowledgeable fan can predict th most likely contenders for the nation championship two, three, four yea from now. Almost certainly, it will be th same old gang. Last week's Top Ten, f example, included only one tear UCLA, that had not finished in the e clusive list at least *twice* in the past fi years; since 1969 a small cluster of 2 teams has monopolized every rung in th Top Ten.

The most frequent member of t group has been Michigan, which has n missed in five seasons. Next are four-ti ers Ohio State, Nebraska and Penn Sta With three appearances each are Tex Oklahoma, Notre Dame, Southern C ifornia, Alabama, Tennessee and LS Seven of these 11 perennials were still beaten after last Saturday's games, the other four had lost only four gar among them—if you don't count gar played with each other. From these teams have come the national champi in each of the last 12 years and in 2 the last 27.

As Woody Hayes of Ohio State said, "In college football, success attr the best athletes. Success leads to cess." And the rich get richer, the sc ules get softer and, except for the

spotlight

Drabinsky to build Vancouver theatre

Canadian theatre tycoon Garth Drabinsky has announced plans to build $20 million 1,700-1,800 seat theatre in Vancouver within three years.

The idea came out of growing frustration in finding appropriate theatres for touring productions across the country, he says. Most Canadian venues hold either 2,800 or 700 people; very few accommodate 1,500, a good size house for touring productions.

"It's a shame that Canadians are discriminated against because of a lack of facilities."

"If I'm going to continue to produce across the country we (The Live Entertainment Corporation of Canada) have to create our own network of theatres."

Hamilton, baby, you got jobbed

CHRISTIE BLATCHFORD

HAMILTON — They shouted *O Canada* and brought their own flags (not for Hamiltonians the sissified cardboard giveaways they handed out for Game 1 in Toronto) and for poles, and how marvellous this was, how aggressively, deliciously Johnny Canuck, they used cutoff hockey sticks.

Some of them painted their faces (red maple leaf in white goop) and some of them chanted loyally for Stevie Yzerman and all of them gave Marcel Dionne an immediate standing ovation, none of that grudging, one-by-one stuff, and there wasn't a boo in the house as Claude Mouton announced every penalty and every goal and every moment in the two official languages of our country.

And by game's end, every single time Wayne Gretzky skated over to the Team Canada bench, after another splendid shift, the entire section there would stand up, as one, a gesture as graceful as The Great One himself.

This was Copps Coliseum Monday night.

This *is* Hamilton.

This is Hamilton, a working man's town which, like all working man's towns, hurts big in a recession, but where they sold 18,000-plus tickets in the afternoon for a football game and another 18,000 for that hockey game just hours later.

This is Hamilton, where, for heaven's sakes, they've already sold 13,000 tickets for Game Three of the Canada Cup final — a game that may not be necessary and may *never* be held, but is, in any case, two weeks away.

This — this wonderful building and this tough little city and these intelligent, generous fans — is what the governors of the National Hockey League passed over in favor of Ottawa, where they think slashing is what you do come budget time, and that hotbed of hockey, Tampa.

It has been said before, and it will be said again, but my oh my did Hamilton get jobbed last December. Is it possible that 21 men from 21 different North American cities could *all* have steel plates in their heads? Yes, Virginia, it is. The proof is in the pudding: Tampa Bay and Ottawa beat out Hamilton for an NHL team; ergo, the NHL governors are, as one must say these days, mentally challenged.

The Canada Cup now — Monday's game and the two, maybe three, yet to come — are but salt in the wound, hints of what Hamilton could have had, should have had, and how much they want it. In a week where another Nice Guy finished last — the dazzling Yzerman, one of the greatest players in the world and one of the game's greatest gentlemen, is deemed not quite right for Team Canada — it was cruelly fitting Hamilton should be reminded Nice Cities finish last, too.

As Gabe Macaluso, chief executive officer for Copps, says, paraphrasing Don Cherry, "We made four mistakes (in the NHL bidding). We had the building. We had the owner, a local owner with deep pockets (Ron Joyce of Tim Donut Ltd.). We had the market, 5.3 million fans born with a puck in their mouths. We had 17,000 season ticket holders and another 3,000 on the waiting list, all done within two days. We blew it."

Does he sound bitter? He should.

After the Canada Cup, Copps Coliseum — with its great sightlines and air-conditioned comfort and good *ice*, as opposed to the mush of the Gardens, and its hungry hockey hearts — has several tentative dates booked for the Canadian Olympic team.

And that's it for hockey for the 1991-92 season.

What a waste. What a shame. What an *outrage*.

Goodyear was considered for spot on top race team

Scott Goodyear of Willowdale was on the short list of drivers considered for the driving job vacated by Bobby Rahal with the Galles-Kraco team, according to sources in the PPG Indy Car World Series. Leader in the Indy car point standing with four races to go, Rahal is shifting to the Patrick Racing team in '92, replacing Danny Sullivan, who struggled through a very ordinary season in the Patrick Lola with Alfa-Romeo power. . . . Rumbles say Sullivan, Arie Luyendyk and Goodyear, who is in his second season with the Mackenzie Racing team, were contacted for the Galles-Kraco ride, which appears certain to go to Sullivan. . . . "I did have some interesting telephone calls in the past week," was all Goodyear would say on the matter. Goodyear likely will sign a new contract with the Mackenzie Financial team to drive the Chev power for the first time in a new Lola in '92. . . . A formal announcement will be made soon that Newman-Haas Racing will have Cosworth, not Chevrolet, power in the cars driven by Mario and Michael Andretti next season. Other Indy car rumors say that Patrick Racing, with Rahal, will have the Cosworth engine, too; Truesports Racing, with driver Scott Pruett, will be added to the Chevrolet engine list for '92 and that by mid-season a new engine with a Buick label from Ilmor Engineering, builder of the Indy Chev engine, will be available for Penske Racing, owner of Ilmor. . . . What pennant race? What a gyp that a team going for the marbles doesn't go head-to-head with any of the teams it's trying to beat when it really matters.

Soviet changes his ways: In the mid-1980s, Evgeny Belosheiken was viewed as the big hope of Soviet Union hockey, the best goalie developed there since the mighty Vladislav Tretiak. But when Belosheiken failed to do the job in the '87 Canada Cup and fell from view, word was that the "Moscow virus" (vodka) was the source of his problem. This week, Belosheiken is attempting to restart his career at Edmonton Oiler camp where he is receiving a look-see from the NHL team. The Oilers claimed him in the '91 draft after receiving assurances that his lifestyle had changed. . . . Detroit Red Wings claim they paid no compensation to Soviet hockey officials for defenceman Vladimir Konstantinov and that the player requested, and was granted, a release to move to the NHL.

Either... Orr

Frank Orr

. . . The Oilers obviously figure they can't win with the roster they have, there's little use in having expensive also-rans and it's time to do a major overhaul on the team. . . . Todd Webster, coach of Los Angeles Kings, figures he has two-thirds of three good forward lines — Wayne Gretzky and Jari Kurri, Tony Granato and Tomas Sandstrom, Luc Robitaille and Dave Taylor — and likely will try an assortment of players in the holes before settling on a lineup. Webster feels that ex-Leaf John McIntyre will be a valuable King as No. 4 centre and defensive specialist. . . . The player who created the toughest roster decision for the Team Canada coaching staff was hard-driving winger Gary Roberts of Calgary Flames. After the long discussion, Roberts was cut, anyway.

Politics takes precedence: Defenceman Frantisek Musil, who defected from Czechoslovakia to Minnesota North Stars in '86 and now is a Calgary Flame, found things different in his homeland when he returned this year to train with the Canada Cup team. A decline in hockey interest was very noticeable. "In the old days, people picked up the newspapers and read the sports first, then the politics," Musil said. "Now they just read the politics. Come to think of it, there wasn't much political news in the papers in the old days." . . . Why do Tom and Jerry, the Blue Jay chatterers, make such a big deal out of a player having hits in four or even seven consecutive games? The record, after all, is 56 and is any streak under 35 worth mentioning? . . . A big newspaper advertisement for Canada Cup games at Chicago Stadium urged the folks to see Blackhawk draft choice Egor Kauchuk in action with the Soviet team against Team USA last night. Igor Kravchuk is a good Soviet defenceman the Hawks would like to have. . . . Do you think anyone involved with the NHL sees the Canada Cup crowds in a splendid building in Hamilton and wonders, even for a few seconds, why an expansion team isn't located there? . . . Mike Modano is playing for Team USA the way a star plays, which is good news for Minnesota North Stars. . . . General manager and head coach Dave King of the Canadian Olympic team will be watching closely the cuts from NHL teams in the pre-season, hoping to pick up some talent. Surely, a few smart NHL GMs will send young players to King for very valuable experience. NHL chaps often have sounded off about the system that gives them only two choices with a young player still eligible for junior hockey but not quite ready for the NHL — keep him on the NHL roster to practise and play in a few games, not the best thing for development of talent, or send him back to junior. They long for a level between the two and the Olympic team provides it. A good example of that is Owen Nolan, the first '90 draft pick of Quebec Nordiques, who wasted a season as an NHL benchwarmer when he could have had a heavy workload in tough competition with the national team.

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HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, August 23, 1991
8:00 A.M.
HAMILTON CONVENTION CENTRE
Room 314

REGULAR MINUTES

PRESENT:	Mr. G. Kay, Chairman Alderman D. Agostino, First Vice-Chairman Mr. F. DeNardis, Second Vice-Chairman Mayor R. Morrow Alderman J. Gallagher Alderman W. McCulloch Alderman H. Merling Alderman T. Jackson Alderman D. Drury Mr. N. Levitt Mrs. M. Dow Mr. W. Tidball Mr. W. McFarland Mr. M. Ryder
ALSO PRESENT:	Mr. G. Macaluso Mr. J. Leuser Mr. B. Snetsinger Mr. B. Calder
REGRETS:	Alderman T. Murray Mr. A. DiIanni

1. Opening Remarks

The Chairman called the meeting to order at 8:15 a.m.

A. Marketing and Sales Committee Third Report

Following management's advice that discussion was required of confidential aspects of the recommendation contained in the Third Report, it was

MOVED by Alderman Agostino, seconded by Mrs. Dow that

THE MARKETING AND SALES COMMITTEE THIRD REPORT BE DISCUSSED DURING THE IN-CAMERA SESSION.

MOTION CARRIED.

B. Canadian Football Hall of Fame Induction

(i) Motion to Approve Board Attendance at October 26th Dinner

MOVED by Mr. McFarland, seconded by Mr. DeNardis that

ON BEHALF OF THE BOARD OF DIRECTORS ONE TABLE OF TEN TO THE OCTOBER 26TH CANADIAN FOOTBALL HALL OF FAME INDUCTION DINNER BE PURCHASED AT A COST OF $600.

MOTION CARRIED.

MOVED by Mr. McFarland, seconded by Mr. DeNardis that

THE CANADIAN FOOTBALL HALL OF FAME BE PERMITTED TO SERVE TWO BOTTLES OF DONATED WINE AT EACH TABLE DURING ITS CANADIAN FOOTBALL HALL OF FAME INDUCTION DINNER, OCTOBER 26, 1991.

MOTION CARRIED.

C. Replacement of Board Member Alison VanDuzer

MOVED by Mr. McFarland, seconded by Alderman Agostino that

MS. VANDUZER'S POSITION REMAIN VACANT UNTIL THE END OF 1991 AT WHICH TIME THE POSITION WILL BE INCLUDED WITH THE CITY'S PROCEDURE RESPECTING THE 1992 APPOINTMENTS.

MOTION CARRIED.

2. Correspondence and Articles of Information

MOVED by Mr. DeNardis, seconded by Mr. Tidball that

THE CORRESPONDENCE AND ARTICLES OF INFORMATION INCLUDED IN THE AGENDA AS ATTACHMENT 2 BE RECEIVED.

MOTION CARRIED.

3. Minutes of June 28, 1991 Regular Session

MOVED by Mr. Tidball, seconded Alderman McCulloch that

THE MINUTES OF THE JUNE 28, 1991 REGULAR SESSION BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

5. New Business

5.1 Proscenium Arch : Hamilton Place

Alderman Gallagher informed the Board that due to the proscenium arch at Hamilton Place being too short, negotiations to obtain the production of Phantom of the Opera have discontinued. During the Director of Marketing and Sales' investigation of the history and construction of Hamilton Place, he ascertained that the size of the stage was at issue during construction; the stage was however constructed in its present form. Estimated costs to increase the size of the stage are $1,000,000. It was

MOVED by Alderman Gallagher, seconded by Alderman Agostino that

MANAGEMENT BE DIRECTED TO PRESENT A REPORT TO THE OPERATIONS COMMITTEE OUTLINING A HISTORY OF THE CONSTRUCTION OF THE PROSCENIUM ARCH AT HAMILTON PLACE.

MOTION CARRIED.

5.2 Non Smoking in H.E.C.F.I. Facilities

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

THE MOTION TO BAN SMOKING IN H.E.C.F.I. FACILITIES BE TABLED.

MOTION CARRIED. Aldermen Merling and Agostino opposed the motion.

Alderman Merling moved and Alderman Agostino seconded the original motion to ban smoking in H.E.C.F.I. facilities. During discussion the Board acknowledged that until such time as City Council makes a determination in respect of its public buildings, H.E.C.F.I.'s involvement is premature.

6. Other Business

6.1 1990 Annual Report

Alderman Agostino commended staff for the production of the 1990 Annual Report.

6.2 Staff Input - Marketing and Sales - Sales Tools

Board Members expressed their support and commendation regarding management's involvement of staff in the development of sales tools to be used by the Marketing and Sales Department.

6.3 Board Discussion : Comprehensive Audit Recommendations

The Board agreed to meet for informal discussions Thursday, September 12th, 5:00 p.m.

7. Date of Next Meeting

Friday, September 27, 1991
8:00 a.m.
Hamilton Place Board Room

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED AT 9:01 A.M.

THE IN-CAMERA MINUTES OF JUNE 24, 1991, JUNE 28, 1991 AND JULY 16, 1991 BE APPROVED.

THAT THE MARKETING AND SALES COMMITEE THIRD REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

> **THAT DUE TO THE POSTPONEMENT AND/OR CANCELLATION OF VARIOUS PROJECTS ORIGINALLY INCLUDED IN THE ADVERTISING AGENCY PROJECT BUDGET AND DUE TO ACCELERATED COSTS TO DEVELOP AND PRODUCE SALES AIDS FOR THE THREE H.E.C.F.I. FACILITIES, A REVISED 1991 PROJECT BUDGET IN THE AMOUNT OF $353,200. BE APPROVED REPRESENTING AN OVERALL REDUCTION OF $54,490.**

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 10:45 A.M.

9. Motion to Adjourn

MOVED by Mr. DeNardis, seconded by Mr. Tidball that

THE MEETING BE ADJOURNED AT 9:00 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Mr. Gene Kay, Chairman

Patricia Bennett, Secretary

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

Informal Session to Discuss Recommendations from H.E.C.F.I.'s Comprehensive Audit

Thursday, September 12, 1991
6:00 P.M.
Copps Coliseum, Hamilton Room

PRESENT:	Mr. G. Kay, Chairman Mr. F. DeNardis, Second Vice-Chairman Alderman J. Gallagher Alderman T. Murray Alderman H. Merling Alderman T. Jackson Alderman D. Drury Mr. N. Levitt Mrs. M. Dow Mr. W. Tidball Mr. W. McFarland Mr. Mr. Ryder Mr. A. DiIanni
ALSO PRESENT:	Mr. G. Macaluso Mr. J. Leuser Mr. B. Snetsinger Mr. B. Calder
REGRETS:	Mayor R. Morrow Alderman D. Agostino Alderman W. McCulloch

The Board gathered informally in order to formulate a foundation in which to respond to the Comprehensive Audit recommendations directly relating to the Board itself.

To provide a background/history of operations as they currently exist and of the direction management foresaw for the future, brief presentations were made by the Managing Director/CEO; the Director of Finance and Administration; the Director of Marketing and Sales; and the Director of Operations and Events Planning.

At the conclusion of a very broad discussion those issues upon which the Board reached a consensus include:

- management should present to the Board a "package" detailing current practices and proposed\amended practices required in order to fulfil H.E.C.F.I.'s mandate;
- the Board to decide at a later date whether the "package" will be analyzed/reviewed as a whole or be divided and policies (changes) dealt with individually;
- that the Board will analyze/review either the "package" or individual policies at special sessions of the Board (not at regular Board meetings);
- that the Board should manage its Public Relations with the media more efficiently.

The session adjourned at 9:25 p.m.

September 12, 1991
Patricia Bennett
Secretary to the Board of Directors

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, October 25, 1991
8:00 a.m.
*****COPPS COLISEUM, Hamilton Room*****

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

A. Operations Committee Eighth Report of 1991 — ***Attachment A***

B. Finance and Administration Committee Fifth Report of 1991 **Including NOTICE OF MOTION: BY-LAW NO. 4** — ***Attachment B***

INFORMATION ITEMS

2. Correspondence and Articles of Information — Attachment 2

3. Minutes of September 27 Regular Session — Attachment 3

3.1 Errors or Omissions
3.2 Motion for Approval

4. Business Arising From the Minutes

5. New Business

6. Other Business

7. Date of Next Meeting

Friday, November 22, 1991
8:00 A.M.
COPPS COLISEUM, Hamilton Room

8. Motion to Adjourn

OUTSTANDING BUSINESS

(i) H.E.C.F.I. Board's Formal Response to Specific Comprehensive Audit and Hamilton Place Task Force Items

October 21, 1991
Patricia Bennett
Secretary to the Board of Directors

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

OPERATIONS COMMITTEE EIGHTH REPORT OF 1991

The Operations Committee presents its **EIGHTH** Report from its meeting held October 16, 1991 and respectfully requests approval of the following:

1. HP: Installation of Non-Neon Decorative Lighting to Building/Box Office Entrance, Poster Display Units

THAT "NON NEON" DECORATIVE LIGHTING BE INSTALLED TO HIGHLIGHT THE ENTRANCE TO THE MAIN LOBBY AND BOX OFFICE AREAS AT HAMILTON PLACE AND TO FRAME THE EXISTING POSTER DISPLAY UNITS SITUATED ALONG SUMMERS LANE; and

AN ALLOWANCE OF EIGHT THOUSAND DOLLARS ($8,000.) BE ESTABLISHED TO FINANCE THIS WORK; and

FUNDING FOR THIS PROJECT BE PROVIDED FROM CAPITAL BUDGET ACCOUNT NUMBER CF 5698 929151022 VARIOUS EQUIPMENT/RENOVATIONS, HAMILTON PLACE.

Respectfully submitted,

Alderman T. Murray

Alderman T. Murray, Chairman

Patricia Bennett

Patricia Bennett, Secretary

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FINANCE AND ADMINISTRATION FIFTH REPORT OF 1991

The Finance and Administration Committee presents its **FIFTH** Report from its meeting held October 17, 1991 and respectfully requests approval of the following:

1. Notice of Motion : By-Law No. 4

THAT NOTICE OF MOTION BE SERVED TO THE FULL BOARD OF DIRECTORS AT THE REGULARLY SCHEDULED MEETING OCTOBER 25, 1991 OF THE FOLLOWING PROPOSED BY-LAW NO. 4 AMENDING SECTION FIVE, CLAUSE 5.02 OF H.E.C.F.I. SPECIAL BY-LAW NUMBER 1 FOR THE PURPOSE OF INCLUDING THE DIRECTORS OF FINANCE AND ADMINISTRATION; MARKETING AND SALES; and OPERATIONS/EVENTS DELIVERY AS OFFICERS OF THE CORPORATION; and

THAT PROPOSED BY-LAW NO. 4 BE VOTED UPON AT THE BOARD'S REGULARLY SCHEDULED MEETING NOVEMBER 22, 1991.

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

BY-LAW NO. 4
Being a by-law to amend Special By-law No. 1, which relates generally to the affairs of the Corporation.

WHEREAS the City of Hamilton Act 1985 section 30(1) provides for the indemnification of every director or officer of the corporation from any liability and all costs, charges and expenses that he or she sustains in respect of any action done in the execution of the duties of his or her office;

WHEREAS the corporation has insurance to cover the indemnification of Directors and Officers of the corporation in accordance with By-law No. 1 section 6.03 and in accordance with the Provincial Legislation; and

WHEREAS the Board of Directors of Hamilton Entertainment and Convention Facilities Inc. deems it expedient to recognize the positions of Director as referenced in the recent corporate reorganization as Officers of the corporation for purposes of indemnification;

NOW THEREFORE the Board of Directors for Hamilton Entertainment and Convention Facilities Inc. hereby enacts as follows:

That By-law No. 1 be amended with the addition of section 5.04 as follows:

5.04 (a) Subject to the City of Hamilton, 1985 Act as amended, the Board may appoint the following Officers: Director of Finance and Administration, Director of Marketing and Sales and Director of Operations/Events Delivery.

(b) The Board may define by by-law or resolution the duties and responsibilities of these positions in accordance with the City of Hamilton Act, 1985 as amended.

PASSED by the Board of Directors this day of 1991.

UNANIMOUSLY CONFIRMED, RATIFIED AND APPROVED by the Members this day of 199 .

WITNESS the Corporate Seal of the Corporation.

Secretary **Chairman**

Respectfully submitted,

W. McFarland

Mr. W. McFarland, Chairman

Patricia Bennett

Patricia Bennett, Secretary

Hamilton-Wentworth Regional Police

155 King William Street, P.O. Box 1060, Station A, Hamilton, Ontario, Canada, L8N 4C1 Telephone: (416) 546-4925
Administration Fax: (416) 522-6958 Operations Fax: (416) 522-9199

Chief of Police Robert B. Middaugh

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September 20, 1991

Mr. Gabe Macaluso,
Managing Director/CEO,
H.E.C.F.I., Inc.,
101 York Boulevard,
Hamilton, Ontario,
L8R 3L4

Dear Gabe,

I would like to take this opportunity to sincerely thank, through you, the staff at the Hamilton Convention Centre for the outstanding job in assisting me in planning and operating the recent retirement reception held for Chief Colin Millar on September 5th., and as well for their assistance with all the Conferences, dinners and events I have produced and operated at the Convention Centre.

I have never worked with a more pleasant, dedicated, loyal and hardworking staff as the staff at the Convention Centre.

As a Convention Planner and Event Manager it is always comforting to know that "the Team" at the Convention Centre will be there when you need them. Although it is always a pleasure to deal with Sal, Karen and Silena, in sales, Robin Laking, Events Manager, whose attention to detail and assistance during the planning stages is invaluable, I feel I must centre out some of the people who have always gone,"that extra mile" for me, these people being Bruce McCrady, Peter Kopatch, Dolores Raycraft, Frank Wilson and Sam Macaluso. These are the ones who make the event happen and have always adjusted to my last minute changes.

Their extra efforts have always assured that whatever event I am involved with runs smoothly and properly, the facility is laid out as planned and that all the guests are treated in a truly professional manner all of which guarantee a successful event, for this I am truly grateful. They are a pleasure to work with and I am pleased to call them all friends.

Again my sincerest thanks to you and all the staff at the Convention Centre for once again "making me look good" I remain,

Yours truly,

Herb

Herb Allen,
Staff Sergeant.
Special Events Co-ordinator

Ottawa™ SENATORS

October 3, 1991

Mr. Gene Kay
Chairman of the Board
Hamilton Entertainment
and Convention Facilities Inc.
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Dear Mr. Kay;

I was delighted and thrilled at the thoughtful gesture of you and your Board in congratulating the Ottawa Senators on our recent OMB victory.

We have climbed many mountains over the past nine months and it is truly refreshing to see success. The City of Hamilton and the Copps Coliseum are certainly recognized in the industry as first class. Your positive comments only add to our feeling of success.

Once again, thank you so very much for your congratulations.

Sincerely,

for

James A. Durrell
President
Ottawa Senators Hockey Club

jad/alj

OTTAWA SENATORS HOCKEY CLUB • LE CLUB DE HOCKEY LES SÉNATEURS D'OTTAWA
301 PROMENADE MOODIE DRIVE, SUITE 200, NEPEAN (ONTARIO) CANADA K2H 9C4. TEL: (613) 721-0115 FAX: (613) 726-1419

Keith James
Vice President/General Manager

CHAM Centre
151 York Blvd
Hamilton, Ontario
L8R 1Y6

Hamilton (416) 526-8200
Toronto (416) [illegible]
Fax (416) [illegible]-1416

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Good High Ratings
Thanks for
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Keith

820 CHAM Country

RECORD
MUSIC BUSINESS NEWSPAPER

Guns N'Roses sales no illusion

by KEVIN WYNNE

TORONTO: The first Guns N' Roses studio set in nearly four years hit Canadian retail last Tuesday (17) with MCA Canada's precedent-setting 556,000 initial day shipout of the two-volume *Use Your Illusion*, creating pre-dawn line-ups and instant sales.

The Tuesday release conflicted with most retail reports provided to The Record. Only 20 percent of accounts were able to provide sales information which spilled over into piece counts for Tuesday/Wednesday (17/18); this was enough, however, to place the two sets at #41 and #42 respectively on The Record's Retail Album chart. At deadline on the 19th, combined sales reported by MCA had hit 600,000 units.

Retailers across the country reported extensive line-ups and brisk sell-through on the two *Illusions*.

"I have not seen demand to this level in 14 years with MCA on day-one for an album," said elated MCA sales VP Randy Lennox last week. "Virtually every account in the country had a program running around the day of release, with comprehensive support from the press, MuchMusic as well as major print."

MCA's pre-release marketing and promotion on the titles included radio/retail listening sessions in major markets; pre-release contests in five cities involving a local retailer, daily newspaper and musical instrument dealer; and customized p.o.p. materials created for all national accounts.

Five autographed Slash guitars were given away in conjunction with A&B Sound (Vancouver), Music City (Winnipeg), Sam's West Edmonton, Record Runner (Ottawa) and Sunrise Yonge St.(Toronto).

"Metallica was a good example- it really flew day one," said Lennox. "And

continued on page 5

Two-for-one deal attracts 700 Guns N'Roses fans

TORONTO: Guns N'Roses fans line up outside HMV's flagship store at 333 Yonge Street. The first hardy souls arrived as early as 5 a.m. The store shifted 3,000 units (1,500 sold) in less than three hours.

MuchMusic Canadian MusicVideo Awards set

TORONTO: For the second consecutive year, MuchMusic is set to honour this country's videomakers and recording artists as part of their Canadian MusicVideo Awards to be held at a gala celebration on Sept. 28 at the MuchMusic building in downtown Toronto.

An outdoor stage set up in the building's parking lot will allow the general public to get caught up in the excitement while entertainment industry invitees will be able to party in the MuchMusic environment. The awards and performances by artists like The Jeff Healey Band, Dream Warriors, Crash Test Dummies, Sarah McLachlan and Grapes Of Wrath among many others will be broadcast live on the Nation's Music Station.

Voting for Viewer's Choice Awards in the categories of Best Video, Best Male, Best Female and Best Group

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CMRRA GM DAVID BASSKIN LOOKS TO FUTURE TECHNOLOGY AS IT RELATES TO RIGHTS AND THE RECORD AND BROADCAST INDUSTRIES IN *TWILIGHT OF THE SOUND CARRIER*

PAGES 6 & 7

The Wright stuff, MacNeil magic at CCMA Awards

by MARTIN MELHUISH

HAMILTON: The 1991 CCMA Awards held at Hamilton Place and broadcast live on the CTV network confirmed Michelle Wright's emergence as one of the premiere country singers in Canada as well as Rita MacNeil's continuing popularity among country music fans across the country.

Wright picked up awards in the categories of Female Vocalist, Album (*Michelle Wright*) and Single (*New Kind Of Love*) while MacNeil walked off with the award for Top Selling Album (Foreign or Domestic) for *Home I'll Be* and the prestigious top prize as Entertainer Of the Year. MacNeil's accomplishment was all the more impressive in that they were both categories in which the public determined the outcome by buying her records or, in the case of Entertainer Of the Year, taking part in the voting procedure at balloting stations in record stores across Canada. The Entertainer Of the Year award was presented by actor Christopher Plummer.

The televised award show, which also saw Prairie Oyster pick up awards in the categories of Group Of the Year and Song Of the Year (*Lonely Me, Lonely You* written by Joan Besen), was once again world class and showcased the Canadian country music industry to it's best advantage. From the moment Anne Murray took to the stage for her opening number (a first for her on CTV) to the closing credits, the show, which ran without an apparent hitch, moved along at a steady pace thanks to host George Fox' easy-going manner which proved to be the perfect match for an evening of entertainment that could well have taken place in your own living-room. It also only ran three minutesovertime which is a minor miracle for live awards broadcasts. Working behind-the-scenes on the production were Producer Ken Gibson and Director Michael Watt who had occassion to appear on camera during the awards to accept his award for Video Of the Year (Ian Tyson's *Springtime In Alberta*). Cliff Dumas and Vickie Van Dyke of CHAM Hamilton handled the writing while the talent was co-ordinated by Paul Mascioli. Eric Robertson was the Music Director.

Michelle Wright picks up three CCMA Awards

*HAMILTON: Arista recording artist **Michelle Wright** was honoured with CCMA Awards for Female Vocalist, Album (Michelle Wright) and Single (New Kind Of Love) at the CCMA Awards show broadcast live on CTV, Sept. 15. Photo: Barry Roden.*

A. Hugh Joseph, one of the early pioneers of the Canadian music industry who died in 1985, was inducted posthumously as an Industry Builder into the Hall Of Honour. Joseph's career began in 1922 when he joined the Victor Talking Machine Company (later known as RCA and now BMG) where he became Director of A&R responsible for signing artists like Wilf Carter (Montana Slim).

As well, three-time Juno award winners The Rhythm Pals, who started out in 1946 at west coast radio station CKNW on the Burns Chuckwagon Show before moving on to the Juliette show and The Tommy Hunter Show, were inducted into the Hall Of Fame.

A nice touch on the televised show were the Classic Clip inserts that recalled performances by various artists on shows like Singalong Jubilee, 1970; Don Messer's Jubillee, 1965; Honky Tonk, 1981; Country Hoedown, 1959;

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The days of Guns N' Roses

continued from page 3

now the release of Guns N'Roses, Bryan Adams, U2 and Robbie Robertson over the next little while is of great benefit to the industry overall." The label is experiencing "brisk re-order patterns," he said.

MCA expended its marketing dollars on a custom made retail set-up campaign with each account.

A "very distinctive phase II program" is in the works for Nov. 1, bringing the two albums into the Christmas sell-through period.

Worldwide shipout on the titles was in excess of four million units each.

• • • EXTRA • • •

National sell-through on the *Illusion* discs was boosted by a controversial HMV promotion wherein the chain gave away one copy—MC or compact disc—of it with any purchase of 1.(*See separate story*).

On Toronto's Yonge St., HMV floor manager Rob Hamilton reported a line-up forming at 5 a.m. that eventually consisted of over 700 people. The store moved over 3,000 units (1,500 sold) during the two-and-a-half hour promotion window, which lasted from 9:30 to noon.

A&A's had a breakfast "list[illegible] session" from 8 a.m. to 9:30[illegible] customers partaking of coffee and croissants. Manager Craig Stockbridge characterized line-ups outside the store as "decent."

Meantime, at around 10 a.m., a clerk in the empty flagship Sunrise location suggested that all the customers were "down the street" at HMV's 333 store.

Many independents and chain outlets reported that HMV's giveaway promotion was severely cutting into their sales on the G & R titles.

RETAIL REACTION TO HMV GUNS N' ROSES PROMOTION

DON IERULLO/VP
RECORDS ON WHEELS
TORONTO

You can't stop anybody from giving it away, but what HMV doesn't realize is that when you start something like that, the consumer tends to think we pay nothing for the product. I don't personally agree that they should do that. A good price is okay, but giving it away? The consumer thinks 'how much did they pay for this product?'. The consumer still thinks we pay a dollar to manufacture a cassette or CD.

MARTY HERZOG/OWNER
TUNES CD STORE
TORONTO

I wish I had the money to do the same kind of promotion; I'm really upset about what they've been doing to the prices of CDs and tapes. People now think that if we're charging $16.99, we're ripping them off. The same if we charge $7.99 for a tape. HMV was selling (Paula Abdul) for $3.33. I had people who had put a dollar down to reserve a copy come in and say they wanted their dollar back. Without a doubt, it cheapens the perception of the music product. I was hoping that we would be able to make some money on what is a phenomenal release. I was hoping that our friends at HMV would realize this as well.

TERRY HYSKA
GENERAL MANAGER
TOTAL SOUND
EDMONTON

I've found HMV to be a brilliant company when it comes to their promotional abilities, but in the last few months I think their actions have been contradictory to their philosophy. Albums like Guns N' Roses sell themselves, without airplay or anything else to encourage the consumer. The music industry's been aching, so I would have thought this an opportunity to make up some ground. I've been in the industry 13 years and I've never seen this kind of cost-cutting on album product.

LAIN WALKER/OWNER
SHAKE RECORDS
OTTAWA

It's a really touchy issue, and there's nobody to point a finger at, but what we're talking about is losing money. If they're paying best account figures, they're losing $8 on each sale. [illegible] independent, or anyone else for [illegible] matter, doesn't even turn on the lights let alone pay any staff when you're running things like that. We received over 50 phone calls, but we only sold two pieces of Guns N' Roses product. The consumer assumes that the company is still making a profit when it gives something away.

MuchMusic awards show honour video makers

continued from page 3

started on Sept. 20

"Without being immodest, we have been responsible for the growth of a real viable video industry in this country," says Director of Music Programming John Martin. "There wasn't an outlet for these people that made it worth their while before MuchMusic came along. Now there is and it's been seven years. There have been some careers that have come and gone but there are some people who have turned it into a full-time career. There are lots and lots of great creative minds out there right now, directors, editors, DOPs working on this material that never get recognized. Last year we set out to do a video awards show and had a ball with the train across the country but the promotion kind of overshadowed the intent. The intent was to celebrate the video-making process so this year we're making a more determined effort to celebrate those people." (M.M.)

*Prairie Oyster sees double

continued from page 3

and Family Brown Country, 1982 among others.

CTV talk show host Shirley Solomon thanked Rawlco Communications on-air for help in financing the awards show and wished the company luck in launching their Toronto FM station.

The following is the complete list of winners of the 1991 CCMA Awards:

ENTERTAINER OF THE YEAR
Rita MacNeil.
FEMALE VOCALIST
Michelle Wright
MALE VOCALIST
George Fox
GROUP
Prairie Oyster
DUO
The Johner Brothers
VISTA RISING STAR AWARD
South Mountain
SINGLE
New Kind Of Love, Michelle Wright.
ALBUM
Michelle Wright, Michelle Wright.
SONG
Lonely Me Lonely You, Prairie Oyster, written by Joan Besen
VIDEO
Springtime In Alberta, Ian Tyson, directed by Michael Watt
TOP-SELLING ALBUM (FOREIGN OR DOMESTIC)
Home I'll Be, Rita MacNeil.

CCMA WEEK COVERAGE CONTINUES ON PAGE 13

Capitol to release Slik Toxik CD-5

TORONTO: Capitol Canada's first release from the newly-signed Toronto-based act ***Slik Toxik*** *is a CD-5 titled* Smooth And Deadly, *which will include four original tracks. A full album is scheduled for a January 1992 release. Pictured (l.r. backrow) are Slik Toxik lyricist,* ***Dave Mercel****; Capitol's VP of A&R,* ***Tim Trombley*** *(holding a bottle of the "smooth and deadly" Slik Toxik brew); ST bassist* ***Pat Howarth****; Capitol A&R Manager,* ***Jody Mitchell****; and ST drummer* ***Neil Busby****. Front row (l.r.) are ST guitarist* ***Kevin Gayle****; Capitol President* ***Deane Cameron****; ST vocalist* ***Nick Walsh*** *and ST guitarist* ***Rob Bruce****.*

continues from page 11

from CHR that the actual BBM rating system has never been all that kind to the format. "Phone surveys were always better than the ballot for CHR because our type of listener is very impatient," says Nevin Grant at CKOC. "You'll see the ARB shares and the Birch shares in the US and generally speaking CHR stations do better in the Birch because it's immediate recall. In Canada of course BBM's are what we live by. That's what the agencies go by and that's where reality is. Programmers take a lot of the BBM information with a grain of salt but they have to face the fact that the people who are bringing the money in and pay the bills have to deal with just what it says in the book.

"The classic example of the different ways you can read the ratings is in the situation where BBM will tell you with a straight face that the most listened to day in radio in Canada is Monday and listenership starts to drift off during the week. You might say, 'Well isn't that interesting' but you know what that is? That's the fatigue factor of people filling out diaries. BBM, at the end of a survey, let's you go in a few weeks later and look at the actual diaries from your market. You can look through the diaries and find that somebody starts on a Monday filling it out religiously and they send it in because they figure you paid me a loon or something to fill this thing out, but the rest of the pages are blank. That's why Monday appears to be the most tuned day because of the fatigue factor as the week goes on of the person filling out the diary. I'm sure if you talk to someone at an agency they'll tell you to make sure the commercials run on a Monday and I say give me a break."

Don Stevens at CFTR Toronto reckons that perhaps more than anything else, one of the biggest problems for the format these days is "there's no bloody music!"

"If you look back to 1983 or even 1963 into the early 70s or mid-70s, we had some artists out there that you could put names and faces to. There were Eagles, there were Beatles, there were Rolling Stones, there was Michael Jackson. Right now, we don't have anybody with a face or a name, it's all disposable artists and people don't care about these people. We're very song intensive—and of course Top 40's always been song intensive—but right now, these artists can't even tour. Most of them can't sing. Alone they can't draw flies.

"I've been in Top 40 since 1965. In 1963 I remember doing a Battle Of the Bands between the Beatles From Me To You and Del Shannon and Del Shannon won. In 1962, when I started in radio, you had all these nameless people that you had to put eight of them together to make one show. You had to put the Shirelles and the Crystals and the Righteous Brothers on a bill with Dick Clark introducing them to get anybody to a concert. Then all of a sudden The Beatles, The Rolling Stones and the Dave Clark Five, Gerry and the Pacemakers all came along and all of a sudden you had names and you knew everyone in the group. Who was the lead singer of The Crystals and The Ronettes. Of all those groups, there was probably one woman that sang it all. Now we've got the same thing. Who's the singer for C+C Music Factory? Who's Black Box? We've got the same problem. We've got all this disposable music and nobody cares about it and even the merchandisers, the guys who are selling the T-shirts. Paula Abdul, okay they can sell that but who's Deee-lite? Who's Tara Kemp? Will they be here next year?

"We're a song-intensive format. We're getting this stuff that's coming on, we're playing it, it's peaking, it starts to fall off and you can't put it on front or gold because it doesn't deserve to be there so you kill it. I'm just convinced that in two or three years I'm going to have nothing to play as far as gold. The only thing you can control in Top 40 is your gold mix. All the new stuff, you can't control. If this is a number one record record or this is a top five record, you've got to play it. If it's selling or you're getting requests for it, you've got to play it. Once the appetite for this record has diminished, do you continue to play it or is it gone? It's like when you eat a lot of lobster, you don't want lobster anymore for a long time. Once you get a lot of Kish and Maestro Fresh Wes and some of the other stuff you ask the question, 'Do you want to hear that again?' and the answer comes, 'No, I don't think so.' So then you get rid of it."

Nevin Grant at CKOC Hamilton has the last word: "CHR has had a very exciting and a winding course and it's like a wheel, it has good times and bad times. A lot of stations read something in the trades and keep changing formats every five or six months and they wonder why nothing works. Well they never waited long enough. You lose before you gain. The focus that's on rap won't be there forever. It'll wane because that's what CHR does, it keeps chewing up bands and spitting them out and taking big in new things. Just when you think something's getting boring, something else comes along and saves the format."

CANADIAN COUNTRY MUSIC ASSOCIATION AWARDS COVERAGE

SCENE & HEARD IN HAMILTON: Trust **Ronnie Hawkins** to bring blushes to his co-presenter **Patricia Conroy** when during the course of introducing the Vista Rising Star Award category Hawkins quipped: "You certainly make my VISTA rise." Retorted Conroy: "Stick to the cue cards." "I can't see them," said Hawkins who was doing his impression of "drivin' while blind"...Team Canada coaches **Pat Burns, Tom Watt** and **Brian Sutter**, who presented the Duo Of the Year award, were in Hamilton for the finals of the Canada Cup the second game of which was played against Team USA at Copps Coliseum on the Mon. night (Sept. 16) adding to the general excitement in the city... MCA Records Canada and Justin Entertainment co-hosted a real western-style reception in conjunction with the The Calgary '92 Committee (host city for next year's Country Music Week) at the Hamilton Convention Centre on Sept. 13. The hoedown included showcase performances by **Dick Damron, Joel Feeney, Joan Kennedy, Mark Koenig** and **Laura Mattsson** and melt-in-your-mouth beef on a bun... Nashville songwriter **Alan Rhody** held a tribute to The Bluebird Cafe on the Fri. night (Sept. 13) at Mr. Laffs...**Nick Krewen** of the Hamilton Spectator was reporting that a few days prior to a Convention Centre concert held on the Thurs. night (Sept. 12) and featuring **Prairie Oyster, Gary Fjellgaard, Kelita** (who had replaced **Anita Perras**), **Larry Mercey** and Patricia Conroy, only 22 tickets had been sold. On the night, the audience numbered approximately 550 out of a possible 1500 to 2000...A group of Dutch country artists showcased at Chap's on Sept. 14... At the same venue on Sept. 12, BMG premiered Prairie Oyster's new single/video *Did You Fall In Love With Me* along with the album *Everybody Knows* to a packed house...**Leonard Rambeau** of Balmur Ltd., who had earlier characterized personal management as a "bastard occupation because there are no schools better than experience in the business," said after the awards TV show that he was very proud of **George Fox**, one of his management clients. "He rose to the occasion and I told several people last night at the reception, the Juno people should take those tapes and watch them. I just hope that the Juno people remember him after this week when they're filling out their suggestions for Entertainer Of the Year. The CCMA really knows how to put on an entertaining show." Asked about the conjecture that he is set to announce management of **Rita MacNeil** he replied, "Rita MacNeil just left the office. I would like to manage her from the heart but it's got to be from the head as well. It's going to take three or four weeks for her to provide contracts and agreements and for us here at

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Rita MacNeil thanks her fans

HAMILTON: Rita MacNeil acknowledges the long-time support of her fans as she accepts the prestigious Entertainer of the Year Award. She also took top honours in the category of Top Selling Album (Foreign or Domestic) Photo: Glenn Dodd.

copyright reform. "The second phase of copyright was and is imminent and it has been imminent for a long time," said Basskin. "Our government helps us understand the deeper meanings of the word 'imminent' with every passing month when nothing happens. Communism was imminent in the Soviet Union too but it never quite happened.

"The Copyright Act reform began sometime before I was born and came to fruition in 1988 with the first phase. Phase two was supposed to be the other contentious issues that couldn't be solved right away, not only Neighbouring Rights but also issues relating to the rental of records, remedies for infringement and whether or not there will be a levy on blank recording tape. These are questions that the government has not yet found a satisfactory way to handle. Of course, the other problem we are facing with regards to copyright reform is that it is not a sexy topic politically although it is clearly important to any nation that depends upon ideas for its livlihood as Canada does."

"Performing rights and neighbouring rights are in place in virtually every major Western country except for the US and Canada," CRIA's Brian Robertson pointed out. "We're the only two countries left that don't have it. There are currently private radio stations in Britain that are paying 20 percent for performing rights and they still remain healthy.

"Rights is the important issue for our industry in the 90s. In 1984, CRIA saw the erosion of the business starting and created an organization called the Audio Video Licensing Agency (AVLA) and it was really to react to the commercial demand for music videos which, as you know, were originally created for promotional purposes."

Robertson was also quick to take issue with Gordon Hume's statement of concern on how much money is currently leaving the country. "Until the US gets a performing right, the US share of the revenue, which is as much as 50 percent, will stay here. Our anlaysis tells us that up to 75 percent of revenue collected here will stay here. One of the major benefits of the performing right and neighbouring rights is reciprocity. Reciprocity is the revenue that's collected in other countries who have the performing right now on Canadian-produced sound recordings by Canadian artists. Currently, nothing comes back here. With the Bryan Adams' recording, which is a worldwide hit, nothing comes back in performing rights. All those millions of dollars that he earned on that recording stay in those countries [illegible] ing comes back here at all. An a[illegible] doesn't write, like Céline Dion for instance, she doesn't get a penny in performing rights. With a performing right in place here, through reciprocity, it will bring in at least as much revenue as we created in Canada and that's important because the international market really is our future marketplace. That's where the profits are."

(Excerpts from a speech by the CMRRA's David Baskin delivered earlier this summer at the New Music Seminar relating to neighbouring rights and the effect of future technologies on that issue appears on pages 6 and 7)

Country music week rocks Hamilton

Balmur to research their contents. I don't want to get in the way of **Brookes (Diamond)** and Rita." Asked about his afiliation with **Sharon, Lois & Bram**, he said that they had made representation to him before discussions with Brookes Diamond and he had declined...**Max Hutchinson** who handles Balmur's music publishing was seen scurrying around clubs and having meetings to financially build the comapny's publishing roster. He confirms that he is seeding two artist development projects which is new for Balmur...Heaven Bent Music Inc. a Hamilton-based comapny GM'd by **Kathie Pietron**, is now representing publishing for **Gene MacLellan**. He is president of HBMI...It was **Ken Kilcullen**'s last day at CKGY Red Deer on the very afternoon that he was being given an award as Top On-Air Personality (Secondary Market). He's heading to Prince George to become PD at CKPG/C101-FM... During The Forging Ahead in the 90s seminar, **Harvey Gold** joked that the reason that he is the CCMA President is that he has a new concept—Jewish country music. "I wanna hear songs on the radio like *Mommas Don't Let Your Babies Grow Up To Buy Retail; I Shot the Tailor;* and *Gentile On My Mind*...**Mel Shaw**, who was at the Country Music Week events with his wife **Fran** and MWC artist **Dyanne Halliday** and her husband/manager **David** (a "southern git"), brought a laugh of recognition from the gathering at The Artist and Radio seminar when he quipped: "One of the big differences between the United States and Canada is the Canadians got things backwards. In the US you get locally identified, regionally known, nationally recognized and internationally acclaimed. I think somewhere along the line some Canadian wrote it down and said if you're internationally acclaimed, we'll recognize you nationally, you'll be regionally known and locally identified"...During the Neighbouring Rights seminar that he was moderating, the CMRRA's **David Basskin**, had the perfect story to illustrate the fact that an agreement like the Copyright Act doesn't have to be locked in place forever: "One day in the Vatican, the Pope was in residence when a representative of the Anheuser Busch Brewing Company dropped by with a business proposition. "We'd like you to change the line that says, 'give us this day our daily bread' to 'give us this day our daily Bud.' The Pope was duly shocked. Unperturbed, the salesman says, 'We're willing to donate $5M to the church to help pay for the change.' Pope says, 'That is the stupidest suggestion I've ever heard.' The salesman offers $7.5M. The Pope says, 'Before I have you thrown out, let me remind you that this is the oldest prayer in the liturgy and you want me to change one word for your commercial purposes.' Still undaunted, the salesman ups the offer to $10M a year. 'You want me to change the prayer for $10M a year?' asks the Pope. He hesitates for a moment and then picks up the intercom and says, 'Cardinal, could you please bring in that old deal [illegible] with the baker's guild.' (M.M.)

Prairie Oyster win slew of awards/citations

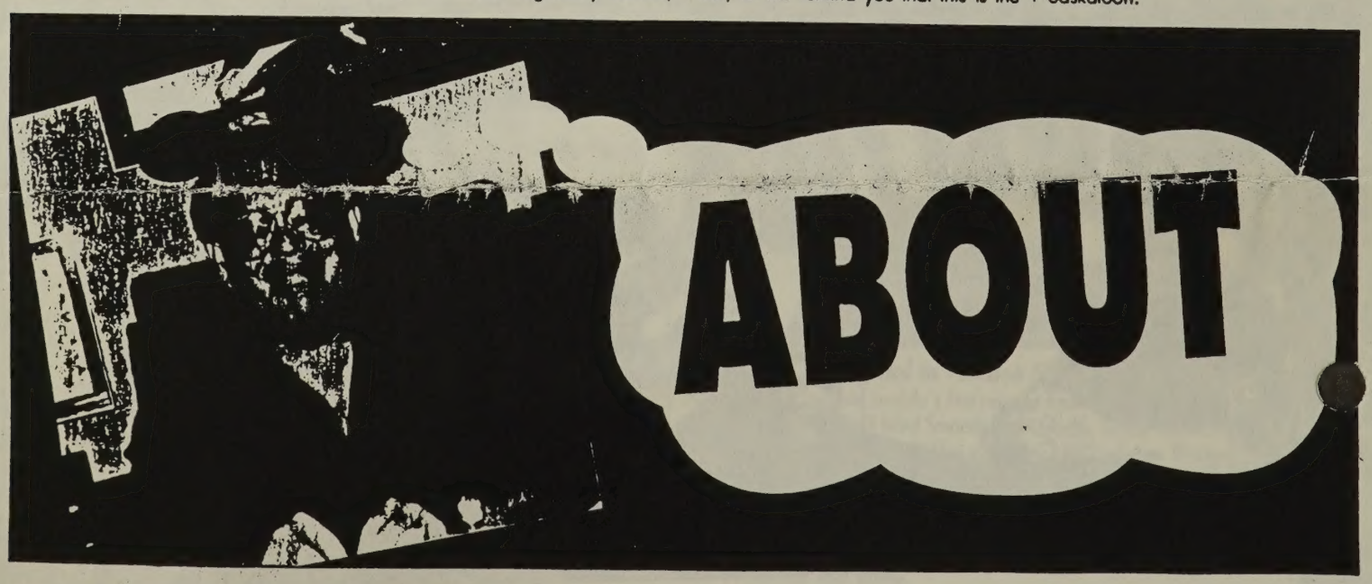
*HAMILTON: **Prairie Oyster**, on the occasion of the release of their new album, picked up two CCMA Awards in the categories of Group and Song (Lonely Me, Lonely You by **Joan Besen**) and four citations in the All-Star Band voting. Photo Barry Roden.*

CHAM, CKGY top Broadcast Citations

HAMILTON: CHAM Hamilton, the host broadcaster for this year's Country Music Week, and CKGY Red Deer walked off with the bulk of the Broadcast Citations presented at a special luncheon at the Convention Centre on Sept. 13. MC for the event was Michael O'Malley, PD of New York City country FM WYNY.

(Major followed by secondary market)

MUSIC DIRECTOR–Joel Christie, CHAM Hamilton/Ritch Nickell, CKGY Red Deer. **ON-AIR PERSONALITY**–Cliff Dumas, CHAM Hamilton/Ken Kilcullen, CKGY Red Deer. **PROGRAM DIRECTOR**–Vic Folliott, CKGL Kitchener/Bob Mills, CKGY Red Deer. **RADIO STATION**–CKRY-FM Calgary/C[illegible] Saskatoon.



Country biz problems aired at seminar

MODERATOR
Dave Charles
President
Joint Communications

PANELISTS
Joan Kennedy
MCA recording artist/ TV Host
Cliff Dumas
820 CHAM
Bob Mackowycz
GM, Canadian Artists & Programs On Satellite
Sheila Shipley
VP Promotions MCA Nashville
Moon Mullins
Consultant, Abrahms Burkhart, Nashville/ Host of Nashville Live
Jim Wood
President, Emerald Studios, Nashville

HAMILTON: In a fast moving seminar, moderated by Joint Communications President Dave Charles who effectively took a page from the Phil Donahue book of TV hosting as he moved about the audience with a hand-held microphone, a number of problems common to various segments of the country music industry were aired. Titled *We Can Both Be Stars... The Artist And Radio* from a concept of Country Music Week co-chairman Tom Tompkins, the seminar attracted a number of heavyweights from the country music business in the US inlcuding Michael O'Malley, PD of country music radio station WYNY New York and Jeff Walker and Frank Mull, both affiliated with Nashville's Country Radio Seminars, Nashville, but failed to be a major drawing card for the Canadian industry.

Prior to an opening question, Larry LeBlanc, Billboard's Canadian editor indicated he was personally embarrassed by the turn-out. It was a feeling echoed by both Howard Kendall of CKWX Vancouver and Keith James of CHAM Hamilton. "There's a great deal of apathy about our careers and the future of country music according to the percentage of people we have here this morning," said James.

Added Dave Charles: "Country radio in the US right now has a 10.1 share, right alongside album rock. Last year at this time is was 9.4. It's a format to be reckoned with and I'm really stunned that this room is not full with broadcasters and artists alike."

The apathy-topic was an integral part of CAPS General Manager Bob Mackowycz' talk regarding the ease with which it is possible to get funding for syndicated radio ideas. "In the 18 months we've been in operation, we've funded 100 syndication projects and only 2 percent were country-oriented. Those are HOG-like shares (for those of you in the Toronto market). Of all the formats in the radio spectrum, I feel that country music is really geared towards what you have in radio syndication. In some ways it reminds me of heavy metal in that there's a real association between the audience and the performer. We mentioned a number of times here today that the country audience wants to know about their artists — whether they eat chicken or what was behind this new album. There's a real thirst for this knowledge. There isn't a Canadian Country Countdown and there hasn't been anything like it since Bill Anderson's Big Country years ago."

Cliff Dumas of CHAM Hamilton indicated that their Canadian data file is not very up to date at all. "It's only because Vickie (Van Dyke) and I and the radio station have a good rapport with the artists that come in to visit us that we're able to keep our information up to date."

As an artist manager (Michelle Wright, Gary Fjellgaard etc.), Brian Ferriman of the Savannah Music Group voiced a profound interest in the co-relation between airplay and sales and what the terms light, medium and heavy rotation mean to the life of a record as it moves up the chart.

"Light could be one or two plays a day and heavy could be between 46 and 60 plays in a week but it varies from station to station," replied Sheila Shipley of MCA Nashville.

Moon Mullins indicated that normally there were between 300 and 350 plays over the six to eight-week life of your average record.

Asked if the rotation was similar in Canada, Dave Charles suggested that it might even be higher because of the Canadian content regulations. "One of the things that I have seen over the years because of the production values improving, they're getting more exposure at the right time of the day. We still have broadcasters who will not get out to meetings like this in the morning and contribute their ideas who are still cheating on the system. They're not giving our artists a chance at prime time and that is a problem."

"I track on the average of 40 to 60 records a year, having a label with five artists on it distributed by Warner Music Canada, and I think we share a general concern that we're simply not getting the rotation," revealed Brian Ferriman. "We're finding that most Canadian records, regardless of the production value — and we're talking top-name artists as well as your new artists — get stuck in medium rotation for about six to eight weeks and medium rotation here means two to three plays a day which is considerably less than what heavy rotation is in America so I'd like to suggest to anyone that's in radio that is interested in trying to help forge a stronger partnership with Canadian artists to do what Stan Kulin of Warner Music said at an earlier panel; if you believe in a record, if your research and your gut indicates you've got something to ride with then by all means ride with it. Give us that heavy rotation. Hammer it because all the people that are involved in your partnership, the artists and the managers, will take their rewards from that situation and reinvest it to make that partnership all that much stronger."

A comment from the floor in the person of Mark Cartland of CKTY Sarnia turned the focus of discussion to the relation between radio and retail. "We're a border town and it's a frustration of mine that we get a lot of calls from Americans that want the Canadian records we play and can't find it in the stores."

The story was a familiar one for Sheila Shipley of MCA Nashville. "Retailers just don't believe country records sell and that's something we have been working on over the last couple of years to change. As I tell all the US radio stations, if you have people call up the radio station and say they can't find a record, make sure they tell the store manager because one of the things we had happen with Vince Gill when *When I Call Your Name* broke, we were getting station calls. We had 60,000 pieces out nationwide and we were getting calls from the stations saying people were calling and saying they couldn't find it. I had thirty calls from TQR in Winston-Salem, North Carolina and I told them tell their receptionist to make sure that those people contact the store manager. They have to say they're looking for that record because what happens otherwise is the station calls up the record company because we're the liason they know. We go over to our sales person and tell the sales person and they call home office for Record Bar, in that particular instance, and asks, 'Do you have any calls for that Vince Gill record?' and they say, 'No.' The station got 30 or 40 calls but what happens is the consumers themselves don't go up to the clerk or the store manager and ask if they can get the record for them. That's something that's an educating process for all of us."

Michael O'Malley of WYNY New York revealed that it was his experience that there was an effective alternative for country radio in its dealing with retail. "Taking a look at a journey to the record store for our average listener can be a pretty scary thing. The first thing they see walking into the store, if they can cross the barrier of the loud rock music that is playing, is a sales person who probably has no idea or interest in the artist that they're looking for. Often that listener will go to a store like a K-Mart instead trying to find the product they're looking for and those guys are only racking the Top 10 CDs anyhow so they still can't find the product and are still frustrated. You can do a real service for your listener if you can work with one single retailer and attempt to convince that retailer that country isn't quite nearly as risky a proposition as spoken word which may indeed have a greater shelf area space than country. In that way, you can direct your listeners to a single chain of stores by telling them there's a country section there and there are people there who can work with you and help you find the product you're looking for. We took it a step further and printed playlists that were only available in one chain of stores and got labels involved and worked with them on their new releases and put a coupon or at least an advertisement for their product they're working that month. We have it displayed in the stores maybe with an aisle display. It facilitates the listener going in and actually making a purchase of the record." (M.M.)

3

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, September 27, 1991
8:00 a.m.
HAMILTON CONVENTION CENTRE
Albion"C"

REGULAR MINUTES

PRESENT:	Mr. G. Kay, Chairman
	Mr. F. DeNardis, Second Vice-Chairman
	Mayor R. Morrow
	Alderman J. Gallagher
	Alderman W. McCulloch
	Alderman T. Murray
	Alderman H. Merling
	Alderman D. Drury
	Mr. N. Levitt
	Mrs. M. Dow
	Mr. W. Tidball
	Mr. M. Ryder
	Mr. A. DiIanni
ALSO PRESENT:	Mr. G. Macaluso
	Mr. J. Leuser
	Mr. B. Snetsinger
	Mr. B. Calder
	Mr. J. Mitchell
	Mr. D. Kirby
	Ms. D. Vivian
REGRETS:	Alderman D. Agostino
	Alderman T. Jackson
	Mr. W. McFarland
MEDIA:	Ms. M. Lederman, CKOC

1. Opening Remarks

The Chairman of the Board opened the meeting at 8:20 a.m.; welcomed everyone and commended staff for their development of the concise agenda package.

New staff members Debra Vivian, Public Relations Officer; Doug Kirby, Entertainment Programming/Sales Manager; and John Mitchell, Manager of Food and Beverage were formally introduced to the Board and welcomed to H.E.C.F.I.

Mr. Kay expressed a dislike for the posters currently attached to the desk at the main reception area of the Convention Centre. The CEO advised that a formal area for advertisements is planned along with the relocation of the reception desk; in the meantime, the posters will be removed.

A. Operations Committee Seventh Report

MOVED by Alderman Murray, seconded by Mr. DeNardis that

THE OPERATIONS COMMITTEE SEVENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THE NECESSARY WORK BE UNDERTAKEN TO:

A) RELOCATE THE SECURITY DESK FROM THE MAIN ENTRANCE LOBBY TO THE LOADING DOCK AREA;
B) CREATE A NEW OFFICE FOR THE SHIPPER/RECEIVER IN THE LOADING DOCK AREA AND;
C) CONSTRUCT A NEW RECEPTIONIST DESK AND REPOSITION SAME IN THE MAIN ENTRANCE LOBBY OF THE CONVENTION CENTRE; and

THAT AN AMOUNT OF $8,000. BE BUDGETED FOR THE WORK DESCRIBED ABOVE; and

THAT FINANCING BE ALLOCATED FROM CAPITAL ACCOUNT NO. CF 5334 928941006 CONVENTION CENTRE VARIOUS EQUIPMENT/RENOVATIONS.

THE REQUEST SUBMITTED BY BROCK UNIVERSITY FACULTY OF MATHEMATICS AND SCIENCE TO SERVE APPROXIMATELY THIRTY-FIVE (35) BOTTLES OF DONATED WINE AT THEIR FUNCTION SCHEDULED FOR 1991 OCTOBER 18 BE APPROVED; and

THAT THE REQUEST SUBMITTED BY THE CORPORATION OF THE CITY OF HAMILTON COMMUNITY DEVELOPMENT AND PUBLIC WORKS DEPARTMENTS TO SERVE APPROXIMATELY FIFTY (50) BOTTLES OF DONATED WINE AT THEIR ANNUAL BUSINESS DEVELOPMENT SEMINAR SCHEDULED FOR 1991 OCTOBER 22 BE APPROVED; and

THAT THE AFOREMENTIONED CLIENTS APPLY, OBTAIN AND PAY FOR THE SPECIAL OCCASION PERMITS NECESSARY TO ALLOW THE SERVICE OF DONATED WINE.

ALL FUTURE REQUESTS FOR DONATED WINE BE APPROVED OR DENIED BY SENIOR MANAGEMENT IN ACCORDANCE WITH THE BOARD'S APPROVED POLICY (June 15, 1990) RESPECTING DONATED WINE.

B. Community Dinner : Hamilton Gallery of Distinction
Motion to Approve Attendance at November 6th, 1991 Dinner

MOVED by Alderman McCulloch, seconded by Alderman Murray that

ON BEHALF OF THE BOARD OF DIRECTORS A TABLE OF TEN BE PURCHASED TO THE HAMILTON GALLERY OF DISTINCTION DINNER NOVEMBER 6, 1991 AT A COST NOT TO EXCEED $1,000.

MOTION CARRIED. Alderman Merling opposed the motion.

C. Community Dinner : 1991 Racial Harmony Banquet

MOVED by Alderman Merling, seconded by Alderman Murray that

DUE TO FINANCIAL RESTRICTIONS THE BOARD OF DIRECTORS DECLINE TO PURCHASE A TABLE TO THE 1991 RACIAL HARMONY BANQUET OCTOBER 10, 1991.

MOTION CARRIED. Alderman Drury and Mrs. Dow opposed the motion.

2. Corrrespondence and Articles of Information

MOVED by Alderman McCulloch, seconded by Mr. DeNardis that

CORRESPONDENCE AND ARTICLES OF INFORMATION INCLUDED IN THE AGENDA PACKAGE AS ATTACHMENT TWO BE RECEIVED.

MOTION CARRIED.

3. Minutes of August 23, 1991 Regular Session
Summary of Information Session September 12, 1991

MOVED by Mr. DeNardis, seconded by Alderman Merling that

THE MINUTES OF THE AUGUST 23, 1991 REGULAR SESSION AND THE SUMMARY OF THE SEPTEMBER 12, 1991 INFORMATION SESSION BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Community Dinner : Lincoln Alexander Retirement Dinner

MOVED by Alderman Murray, seconded by Mr. Tidball that

ON BEHALF OF THE BOARD OF DIRECTORS, A SECOND TABLE OF TEN BE PURCHASED FOR THE LINCOLN ALEXANDER RETIREMENT DINNER AT A COST NOT TO EXCEED $650.

MOTION CARRIED.

It was agreed that citizen Board Members and their spouses/guests will be given first priority to tickets to be followed by the H.E.C.F.I. policitcal members and subquently, to City Aldermen not on the Board.

5. New Business

5.1 Community Dinner : Kidney Foundation Fundraising Dinner

The Chairman of the Board advised that correspondence has been received from Mr. Mario Cupido, Fundraising Dinner Chairman for the Kidney Foundation of Canada, requesting that H.E.C.F.I. purchse a table of ten representing a cost of $1,000. Due to financial restrictions, the Board denied the request.

6. Other Business

6.1 H.E.C.F.I. Board Workshop

The Chairman of the Board expressed his appreciation for Board Member attendance at the September 12th Information Session. Mr. Kay advised that based on the discussion management will present a report (following the municipal election) outlining its recommendations. At that time it will be determined whether the report will be presented to a Regular Session of the Board or to a special session.

7. Date of Next Meeting

Friday, October 25, 1991
8:00 A.M.
To Be Announced

It was generally agreed that the Hamilton Place Board Room could not sufficiently accommodate the full Board Meeting. Alternatives will be reviewed.

8. In-Camera Motions

The following motions were carried during the In-Camera session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 8:36 A.M.

THE OPERATIONS COMMITTEE SECOND IN-CAMERA REPORT OF 1991 BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE LEASE AGREEMENTS AND GROSS RENTAL RATES STIPULATED THEREIN RESPECTING OFFICE AND STORAGE SPACE UTILIZED BY HAMILTON PLACE TENANTS AND EXPIRING 1990 DECEMBER 31, BE INCREASED BY FIVE (5) PERCENT FOR 1991 AND A FURTHER FIVE (5) PERCENT FOR 1992; and

THAT THE LEASE AGREEMENTS RESPECTING OFFICE AND STORAGE SPACE BE REVISED TO REFLECT A TWO (2) YEAR DURATION COMMENCING 1991 JANUARY 1 AND ENDING 1992 DECEMBER 31 AND TO INCORPORATE THE RECOMMENDED INCREASES TO THE GROSS RENTAL RATES.

THAT THE PRICE INCREASES AVERAGING 3.44% FOR 1991 AND 1992 TO FOOD AND BEVERAGE CONCESSION ITEMS AS PROPOSED BY VOLUME CONCESSION SERVICES INC. BE APPROVED EFFECTIVE NOVEMBER 1, 1991.

THE MARKETING AND SALES COMMITTEE THIRD IN-CAMERA REPORT OF 1991 BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT MANAGEMENT'S PROPOSAL AS DETAILED IN CORRESPONDENCE DATED JULY 19, 1991 TO MS. LYNNE POWELL, ADMINISTRATOR OF CREATIVE ARTS INC., RESPECTING THE WINTER FESTIVAL OF FRIENDS EVENT, WHICH OFFERED A REDUCTION IN RENTAL BASED ON A SLIDING SCALE UTILIZING NET FOOD AND BEVERAGE CONCESSION SALES BE APPROVED; and

THAT MR. POWELL'S REQUEST THAT A $3,200. GRANT BE APPROVED IRRESPECTIVE OF FOOD AND BEVERAGE CONCESSION SALES BE DENIED.

THE IN-CAMERA MINUTES OF AUGUST 23, 1991 BE APPROVED.

MANAGEMENT BE DIRECTED TO MEET WITH THE EXECUTIVE OF THE BACH ELGAR CHOIR TO REQUEST EXAMINATION OF THE OPERATING STATEMENTS AND FINANCIAL RECORDS AND TO NEGOTIATE A REALISTIC SCHEDULE OF REPAYMENT FOR THE OUTSTANDING ARREARS; and

THE IN-CAMERA SESSION BE ADJOURNED AT 9:35 A.M.

9. Motion to Adjourn

MOVED by Alderman McCulloch, seconded by Mr. DeNardis that

THE REGULAR SESSION BE ADJOURNED AT 8:35 A.M.

MOTION CARRIED.

TAKEN AS READ AND APROVED

Mr. Gene Kay, Chairman of the Board

Patricia Bennett, Secretary

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, November 22, 1991
8:00 a.m.
*****COPPS COLISEUM, Hamilton Room*****

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

A.	***Marketing and Sales Committee Fourth Report of 1991***	***Attachment A***
B.	***Approval of By-Law No. 4***	***Attachment B***
C.	***Community Dinner: B'Nai Brith, February, 1992***	***Attachment C***

INFORMATION ITEMS

2.	**Correspondence**	Attachment 2
3.	**Minutes of October 25, 1991 Regular Session**	Attachment 3
	3.1 Errors or Omissions 3.2 Motion for Approval	
4.	**Business Arising From the Minutes**	
	4.1 H.E.C.F.I. Consolidated Summary of Revenue and Expenditures For the Nine Month Period Ended September 30, 1991	Attachment 4.1
5.	**New Business**	
6.	**Other Business**	
	6.1 Election/Appointment Process	Attachment 6.1
7.	**Date of Next Meeting**	

Friday, December 27, 1991
8:00 A.M.
HAMILTON CONVENTION CENTRE, Room 314

8. Motion to Adjourn

OUTSTANDING BUSINESS

(i) H.E.C.F.I. Board's Formal Response to Specific Comprehensive Audit and Hamilton Place Task Force Items

November 18, 1991
Patricia Bennett
Secretary to the Board of Directors

A

MARKETING AND SALES COMMITTEE FOURTH REPORT OF 1991

The Marketing and Sales Committee presents its **FOURTH** Report from its meeting held November 14, 1991 and respectfully requests approval of the following:

1. Art Exhibits at Hamilton Place

THAT H.E.C.F.I. CONTINUE WITH THE PRACTICE OF ALLOWING THE LOCAL ART COMMUNITY TO DISPLAY THEIR WORKS IN THE PIANO NOBILE LOUNGE AT HAMILTON PLACE; and

THAT A SIMPLE, FORMAL CONTRACT BETWEEN THE ARTIST/ORGANIZATION AND H.E.C.F.I. BE DEVELOPED; and

THAT THE CONTRACT BE ENDORSED PRIOR TO ANY ART EXHIBITION; and

THAT THE ARTIST/ORGANIZATION BE REQUIRED TO PROVIDE A MODEST DEPOSIT PRIOR TO THE EXHIBITION.

Respectfully submitted,

Mrs. M. Dow

Mrs. M. Dow, Vice-Chairman / pb

Patricia Bennett

Patricia Bennett, Secretary

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: November 18, 1991

SUBJECT: **H.E.C.F.I. BY-LAW NO. 4**

RECOMMENDATION:

WHEREAS THE FINANCE AND ADMINISTRATION COMMITTEE AT ITS OCTOBER 17, 1991 MEETING PROPOSED THAT THE BOARD OF DIRECTORS BE SERVED A NOTICE OF MOTION OF THE PROPOSED BY-LAW NO. 4 AMENDING SECTION FIVE, CLAUSE 5.02 OF H.E.C.F.I. SPECIAL BY-LAW NUMBER 1 FOR THE PURPOSE OF INCLUDING THE DIRECTORS OF FINANCE AND ADMINISTRATION; MARKETING AND SALES; and OPERATIONS/EVENTS DELIVERY AS OFFICERS OF THE CORPORATION; and

WHEREAS THE BOARD RECEIVED NOTICE OF THE PROPOSED BY-LAW NO. 4 AT ITS MEETING HELD OCTOBER 25, 1991, IT IS HEREBY RECOMMENDED THAT THE FOLLOWING BY-LAW BE ADOPTED BY THE BOARD OF DIRECTORS:

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

BY-LAW NO. 4
Being a by-law to amend Special By-law No. 1, which relates generally to the affairs of the Corporation.

WHEREAS the City of Hamilton Act 1985 section 30(1) provides for the indemnification of every director or officer of the corporation from any liability and all costs, charges and expenses that he or she sustains in respect of any action done in the execution of the duties of his or her office;

WHEREAS the corporation has insurance to cover the indemnification of Directors and Officers of the corporation in accordance with By-law No. 1 section 6.03 and in accordance with the Provincial Legislation; and

WHEREAS the Board of Directors of Hamilton Entertainment and Convention Facilities Inc. deems it expedient to recognize the positions of Director as referenced in the recent corporate reorganization as Officers of the corporation for purposes of indemnification;

NOW THEREFORE the Board of Directors for Hamilton Entertainment and Convention Facilities Inc. hereby enacts as follows:

That By-law No. 1 be amended with the addition of section 5.04 as follows:

5.04 (a) Subject to the City of Hamilton, 1985 Act as amended, the Board may appoint the following Officers: Director of Finance and Administration, Director of Marketing and Sales and Director of Operations/Events Delivery.

(b) The Board may define by by-law or resolution the duties and responsibilities of these positions in accordance with the City of Hamilton Act, 1985 as amended.

PASSED by the Board of Directors this day of 1991.

UNANIMOUSLY CONFIRMED, RATIFIED AND APPROVED by the Members this day of 199 .

WITNESS the Corporate Seal of the Corporation.

Secretary **Chairman**

Respectfully submitted

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

C

B'NAI BRITH

SPORTS CELEBRITY DINNER

Viceroy Reading Lodge

Number 886, Hamilton, Ontario, Canada.

October 16, 1991

HECFI
101 York Blvd.
Hamilton, Ontario
L8A 3L4

Dear Ms. Pat Bennet:

It is once again time to take a moment to thank our supporters for a job well done. You have been a table subscriber at our annual dinner for some time and for that we thank you. Not only do you help honour our outstanding City High School Athletes but you have enabled us to help many local charitable needs. Our Lodge, through your support, has made significant contributions to the building funds of our three major Hamilton Hospitals. In addition, we have made specific gifts to the McMaster Pediatric Research, Chedoke Opthamology Department, B'Nai Brith Cottages at Chedoke (Mountain) McMaster to name a few. Last year it was our pleasure to support the Hamilton Food Share Drive that was so important to our community especially during this tough economic climate "where so many have so little".

Some of this year's receipients that are being addressed by our committee are Ronald McDonald House, YWCA Building Fund and Shalom Village Nursing Home.

We would like to advise you that the 1992 dinner will take place Monday, February 3rd, 1992 at the Hamilton Convention Centre and we look forward to your continuing participation.

As of today, we have definite confirmations from Eric Gregg (National Baseball League Veteran Umpire) and Mr. Bob Knuckle (G.M. of the Hamilton Skyhawks Basketball Team). We are working deligently and awaiting confirmation momentarily on at least two of the following:

1) Don Cherry - N.H.L. TV Analyst
2) Dan Fouts - Former San Diego Charger Quarterback and present CBS TV Football Analyst.
3) Rick Pitino - University of Kentucky Basketball Coach
4) John Candy - Part owner of the CFL Toronto Argonauts and famous Movie Star

Tickets this year are $85 (GST included) and are available by contacting Gord Zack at 529-1149, Cuppy Katz at 528-1787 or myself, Stephen Foster at 549-5272.

Once again, thank you for your support in past years and I look forward to seeing you on February 3rd, 1992.

Yours very truly,

Stephen Foster,
Dinner Chairman

SF:jl

LIBERAL LIBÉRAL
leadership 92 Le choix d'un chef

NOV - 8 1991

2.

November 7, 1991

Mr. Gabe Macaluso
Chief Executive Officer
H.E.C.F.I.
c/o Hamilton Convention Centre
115 King Street West
2nd Floor
Hamilton, Ontario
L8P 4T9

Dear Mr. Macaluso:

We are writing to you with respect to the 1992 Ontario Liberal Party Leadership Convention, and we wish to congratulate you and your staff on winning this convention for Hamilton.

In particular, we wish to recognize the hard work of Karen Dowhan. Being the O.L.P. staff members assigned to evaluate sites for this convention, it was a delight to work with Karen, who has displayed efficiency, competence and a professional manner at all times.

Although the coming months will be extremely busy, we feel comfortable in the knowledge that the staff of H.E.C.F.I. have shown a commitment to making our convention a great success. In light of this, we look forward to working with you and your staff in the future, and anticipate an excellent event in February, for the Ontario Liberal Party, the City of Hamilton and H.E.C.F.I.

Thank you, and congratulations once again.

Yours truly,

Mary McGowan
Convention Co-ordinator

Guy Bethell
Logistics Co-ordinator

10 St. Mary Street, Suite 310, Toronto, Ontario M4Y 1P9 • (416) 961-3800 • 1-800-268-7250 • FAX (416) 323-9425

Labatt
COUPE CANADA CUP

R. Alan Eagleson, O.C., Q.C.
Chairman

37 Maitland Street
Toronto, Ontario, Canada
M4Y 1C8

Tel: 416-924-4111
Fax: 416-924-3005

October 24, 1991

Mr. Gabe Macaluso
Managing Director/CEO
Hamilton Entertainment & Convention Facilites Inc.
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Dear Gabe:

Thanks for your letter of September 24th.

You and your staff were terrific! Best personal regards.

Sincerely yours,

Alan

RAE:pg

R. Alan Eagleson, O.C.,Q.C.

3

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, October 25, 1991
8:00 a.m.
COPPS COLISEUM, Hamilton Room

REGULAR MINUTES

PRESENT:	Mr. G. Kay, Chairman Alderman D. Agostino, First Vice-Chairman Mr. F. DeNardis, Second Vice-Chairman Alderman W. McCulloch Mrs. M. Dow Mr. W. Tidball Mr. W. McFarland Mr. M. Ryder Mr. A. DiIanni
ALSO PRESENT:	Mr. G. Macaluso Mr. J. Leuser Mr. B. Snetsinger Mr. B. Calder
REGRETS:	Mayor R. Morrow Alderman J. Gallagher Alderman T. Murray Alderman H. Merling Alderman T. Jackson Alderman D. Drury Mr. N. Levitt

1. Opening Remarks

The Chairman called the meeting to order at 9:45 a.m.

A. Operations Committee Eighth Report of 1991

MOVED by Mr. Tidball, seconded by Mrs. Dow that

THE OPERATIONS COMMITTEE EIGHTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

> **THAT "NON NEON" DECORATIVE LIGHTING BE INSTALLED TO HIGHLIGHT THE ENTRANCE TO THE MAIN LOBBY AND BOX OFFICE AREAS AT HAMILTON PLACE AND TO FRAME THE EXISTING POSTER DISPLAY UNITS SITUATED ALONG SUMMERS LANE; and**
>
> **THAT AN ALLOWANCE OF EIGHT THOUSAND DOLLARS ($8,000.) BE ESTABLISHED TO FINANCE THIS WORK; and**
>
> **THAT FUNDING FOR THIS PROJECT BE PROVIDED FROM CAPITAL BUDGET ACCOUNT NUMBER CF 5698 929151022 VARIOUS EQUIPMENT/RENOVATIONS, HAMILTON PLACE.**

MOTION CARRIED.

B. Finance and Administration Committee Fifth Report of 1991

MOVED by Mr. Tidball, seconded by Mrs. Dow that

THE FINANCE AND ADMINISTRATION COMMITTEE FIFTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

NOTICE OF MOTION BE SERVED TO THE FULL BOARD OF DIRECTORS AT THE REGULARLY SCHEDULED MEETING OCTOBER 25, 1991 OF THE FOLLOWING PROPOSED BY-LAW NO. 4 AMENDING SECTION FIVE, CLAUSE 5.02 OF H.E.C.F.I. SPECIAL BY-LAW NUMBER 1 FOR THE PURPOSE OF INCLUDING THE DIRECTORS OF FINANCE AND ADMINISTRATION; MARKETING AND SALES; and OPERATIONS/EVENTS DELIVERY AS OFFICERS OF THE CORPORATION; and

THAT PROPOSED BY-LAW NO. 4 BE VOTED UPON AT THE BOARD'S REGULARLY SCHEDULED MEETING NOVEMBER 22, 1991.

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

BY-LAW NO. 4
Being a by-law to amend Special By-law No. 1, which relates generally to the affairs of the Corporation.

WHEREAS the City of Hamilton Act 1985 section 30(1) provides for the indemnification of every director or officer of the corporation from any liability and all costs, charges and expenses that he or she sustains in respect of any action done in the execution of the duties of his or her office;

WHEREAS the corporation has insurance to cover the indemnification of Directors and Officers of the corporation in accordance with By-law No. 1 section 6.03 and in accordance with the Provincial Legislation; and

WHEREAS the Board of Directors of Hamilton Entertainment and Convention Facilities Inc. deems it expedient to recognize the positions of Director as referenced in the recent corporate reorganization as Officers of the corporation for purposes of indemnification;

NOW THEREFORE the Board of Directors for Hamilton Entertainment and Convention Facilities Inc. hereby enacts as follows:

That By-law No. 1 be amended with the addition of section 5.04 as follows:

5.04 (a) Subject to the City of Hamilton, 1985 Act as amended, the Board may appoint the following Officers: Director of Finance and Administration, Director of Marketing and Sales and Director of Operations/Events Delivery.

(b) The Board may define by by-law or resolution the duties and responsibilities of these positions in accordance with the City of Hamilton Act, 1985 as amended.

PASSED by the Board of Directors this day of 1991.

UNANIMOUSLY CONFIRMED, RATIFIED AND APPROVED by the Members this day of 199 .

WITNESS the Corporate Seal of the Corporation.

Secretary **Chairman**

MOTION CARRIED.

2. Correspondence and Articles of Information

MOVED by Mr. Tidball, seconded by Mrs. Dow that

THE CORRESPONDENCE AND ARTICLES OF INFORMATION INCLUDED IN THE AGENDA AS ATTACHMENT 2 BE RECEIVED.

MOTION CARRIED.

3. Minutes of September 27, 1991 Regular Session

MOVED by Mr. Tidball, seconded by Mrs. Dow that

THE MINUTES OF THE SEPTEMBER 27, 1991 REGULAR SESSION BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. New Business

Nil

6. Other Business

Nil

7. Date of Next Meeting

Friday, November 22, 1991
8:00 A.M.
COPPS COLISEUM, Hamilton Room

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 8:30 A.M.

THAT ALL FUTURE USE OF H.E.C.F.I. FACILITIES BY THE BACH ELGAR CHOIR BE IN ACCORDANCE WITH H.E.C.F.I.'S RENTAL POLICIES WHICH STIPULATE PAYMENT OF RENT AND EVENT CHARGES FORTY-EIGHT (48) HOURS IN ADVANCE OF THE EVENT; and THAT MANAGEMENT BE DIRECTED TO NEGOTIATE WITH THE BACH ELGAR CHOIR A MUTUALLY ACCEPTABLE MONTHLY PAYMENT OF THE ACCOUNTS RECEIVABLE.

MANAGEMENT BE DIRECTED TO NEGOTIATE WITH THE BACH ELGAR CHOIR A MUTUALLY AGREEABLE METHOD OF ACQUIRING AN ADEQUATE CASH FLOAT WHICH WILL MEET CURRENT COSTS/EVENT CHARGES IN ADVANCE OF EVENTS.

THAT THE IN-CAMERA MINUTES OF THE SEPTEMBER 27, 1991 MEETING BE APPROVED.

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 9:45 A.M.

8. Motion to Adjourn

MOVED by Mr. Tidball, seconded by Mrs. Dow that

THE REGULAR SESSION BE ADJOURNED AT 9:50 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Gene Kay, Chairman

Patricia Bennett, Secretary

Hamilton Entertainment and Convention Facilities Inc.

4.1

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Patricia Bennett
Legislative Assistant

DATE: November 18, 1991

SUBJECT: **H.E.C.F.I. CONSOLIDATED SUMMARY OF REVENUE AND EXPENDITURES FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1991**

As directed by the Board of Directors at the October 25, 1991 meeting, the financial summary results are enclosed for information.

Respectfully submitted,

Patricia Bennett

Patricia Bennett

Consolidated (i.e. Combined Results For Three Facilities)
Summary of Revenue and Expenditures
For the Nine Month Period Ended September 30, 1991

Actual Results For The Nine Month Period Ended September 30, 1990		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$5,238,279	Revenue	$5,632,108	$4,974,223	$ <657,885>
7,514,814	Expenditures	7,889,156	6,838,440	1,050,716
$2,276,535	Excess of Expenditures Over Revenue Before Rightsizing Adjustment	$2,257,048	$1,864,217	$ 392,831
-	Rightsizing Adjustment	-	$ 172,279	$ <172,279>
$2,276,535	Excess of Expenditures over Revenue from Operations	$2,257,048	$2,036,496	$ 220,552

Comments:

HECFI's municipal contribution, before the rightsizing adjustment, was under-expended by $392,831 (see row 3, column 3 above) for the nine month period ended September 30, 1991. This represents an increase of $268,993 in the previously reported under expended municipal contribution (before rightsizing) at August 31, 1991.

As illustrated above, there is a separate charge of $172,279 related to carrying the cost of HECFI employees that have been turned over to the Rightsizing Committee of the City. This amount is projected to increase to approximately $285,000 by December 31, 1991. The City Treasurer advises that "the plan for determining the credit for the rightsizing adjustment for HECFI will be made at the year end when the amount of the Surplus/Deficit relating to the approved municipal contribution is known and future capital expenditure requirements have been tabulated and approved by your Board".

Please note that it is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

October 21, 1991

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Attachments

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CONSOLIDATED STATEMENT OF REVENUE AND EXPENDITURE

	Budgeted Operating Results For The Nine Month Period Ended September 30 1991	Actual Operating Results For The Nine Month Period Ended September 30 1991	Favourable/ (Unfavourable) Budget Variance Amount	%	Actual Operating Results For The Nine Month Period Ended September 30 1990
	(1)	(2)	(3)	(4)	(5)
REVENUE					
HAMILTON CONVENTION CENTRE	$2,408,150	$2,133,776	($274,374)	-11.4%	$2,586,293
HAMILTON PLACE	1,075,917	894,205	(181,712)	-16.9%	867,350
COPPS COLISEUM	1,732,435	1,590,508	(141,927)	-8.2%	1,328,918
BOX OFFICE	335,362	276,733	(58,629)	-17.5%	395,498
OTHER REVENUE	80,244	79,001	(1,243)	-1.5%	60,220
TOTAL REVENUE	$5,632,108	$4,974,223	($657,885)	-11.7%	$5,238,279
EXPENDITURE					
HAMILTON CONVENTION CENTRE	$2,347,088	$2,040,985	$306,103	13.0%	$2,299,085
HAMILTON PLACE	1,472,346	1,117,707	354,639	24.1%	1,716,922
COPPS COLISEUM	1,715,040	1,563,812	151,228	8.8%	1,515,857
FINANCE & ADMINISTRATION	475,536	462,879	12,657	2.7%	439,702
BOX OFFICE	356,133	329,708	26,425	7.4%	397,407
MANAGING DIRECTOR/CEO	137,763	136,686	1,077	0.8%	120,925
ADMIN.-BOARD/COMMITTEE	124,794	116,776	8,018	6.4%	113,592
PROFESSIONAL FEES	50,256	45,176	5,080	10.1%	82,333
MARKETING/SALES	1,210,200	1,024,711	185,489	15.3%	828,991
RIGHT SIZING	0	172,279	(172,279)	0.0%	0
	$7,889,156	$7,010,719	$878,437	11.1%	$7,514,814
EXCESS OF EXPENDITURE FROM OPERATIONS	$2,257,048	$2,036,496	$220,552	9.8%	$2,276,535
CONTRIBUTION FROM THE CITY	$2,257,048	$2,257,048	$0	0.0%	$2,232,619
UNDER EXPENDED MUNICIPAL CONTRIBUTION	$0	$220,552	$220,552	0.0%	($43,916

NOTE: It is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly these financial statements do not reflect these costs.

Hamilton Entertainment and Convention Facilities Inc.

6.1

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: November 18, 1991

SUBJECT: **ELECTION/APPOINTMENT PROCESS**

RECOMMENDATION:

THAT THE REPORT BE RECEIVED FOR INFORMATION.

BACKGROUND:

- In preparation of the Board's Annual meeting *(January 24, 1992)* the following is presented in order to provide background information which will facilitate an efficient election process in January.

- Legislation to reduce the number of City Aldermen from eight to five (including the Mayor) has received second reading at the Provincial Legislature. The City Clerk has advised that following the Council's inaugural meeting, and in anticipation of receiving Royal Assent to the proposed reduction of political representation, the appointments of *four* Aldermen plus the *Mayor* to H.E.C.F.I. will be made. H.E.C.F.I. will then consist of a *fourteen* member Board of Directors; *five* political representatives including the Mayor; and *nine* citizen Members.

- A quorum for a fourteen member Board is *eight.*

- Legislation requires that the full Board meet at least nine (9) times per year.

- There are seven Standing Committees of the Board which meet at the call of the Chair as follows:

  - Finance and Administration
  - Marketing and Sales
  - Operations and Events Delivery
  - Special Audit
  - Copps Coliseum
  - Hamilton Convention Centre
  - Hamilton Place

- H.E.C.F.I.'s legislation dictates the ongoing constitution of the Facility Committees (Copps Coliseum, Hamilton Convention Centre and Hamilton Place); however, the amended legislation also provides for the establishment of such other committees as required. The Finance and Administration, Marketing and Sales and Operations and Events Delivery committees were struck in 1990 as part of an overall reorganiztion from a facility to a functional method of operation.

- The Mayor and the Chairman of the Board are Ex-Officio Members (with voting powers) on all committees. In 1986 the Board approved a motion stipulating that the committees (at that time - Hamilton Place; Hamilton Convention Centre; and Copps Coliseum) consist of five members, at least one of which will be an elected official, plus the Mayor. A quorum is three (3). During 1991 there were

  (i) five (5) members on the Finance and Administration Committee;
  (ii) seven (7) members on the Marketing and Sales Committee;
  (iii) four (4) members on the Operations Committee;
  (iv) three (3) members on the Audit Committee;
  (v) six (6) members on each of the Copps Coliseum and Hamilton Place Committees; and
  (vi) five (5) members on the Hamilton Convention Centre Committee.

- With the exception of 1986, the full Board has elected Committee officers and appointed Committee members. In 1991 the Board passed a formal motion confirming this action.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

Hamilton Entertainment and Convention Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Thursday, December 19, 1991
11:00 a.m.
HAMILTON CONVENTION CENTRE
Room 314

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

ACTION ITEMS

A. 1992-1996 Capital Budget Programme — ***Recommendation to be Referred to Board by F&A Committee***

INFORMATION ITEMS

2. Correspondence — Attachment 2

3. Minutes of November 22, 1991 Regular Session — Attachment 3

3.1 Errors or Omissions
3.2 Motion for Approval

4. Business Arising From the Minutes

4.1 H.E.C.F.I. Consolidated Summary of Revenue and Expenditures For the Ten Month Period Ended October 31, 1991 — Attachment 4.1

5. New Business

6. Other Business

---

7. Date of Next Meeting

Please Note Change

Friday, January 17, 1991
8:00 A.M.
Location to be Announced

8. Motion to Adjourn

OUTSTANDING BUSINESS

(i) H.E.C.F.I. Board's Formal Response to Specific Comprehensive Audit and Hamilton Place Task Force Items

December 12, 1991
Patricia Bennett

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso, Managing Director/CEO; Patricia Bennett, Legislative Assistant

DATE: December 12, 1991

SUBJECT: **H.E.C.F.I.'S 1992 - 1996 CAPITAL BUDGET SUBMISSION**

RECOMMENDATION:

THAT THE 1992-1996 CAPITAL BUDGET PROGRAMME BE APPROVED.

BACKGROUND:

- While it is understood that the Board, under normal conditions, does not receive backup information which has been provided to a Standing Committee, it has been provided in this instance so that Board Members would have sufficient time to review the capital budget programme before receiving it at its December 19th meeting.

- The Marketing and Sales and Operations Committees approved their respective 1992-1996 Capital Budget Programmes and recommended that the Finance and Administration Committee receive them for review.

- The Marketing and Sales Committee, at its November 14, 1991 meeting carried the following motion:

  "That the 1992-1996 Capital Budget Submission in respect of the Facility Management System in the total amount of $585,000. be approved; and that the H.E.C.F.I. Board be provided with a breakdown of the projected costs for hardware, software, number of stations, networking, support services, maintenance; and that the anticipated long range savings to H.E.C.F.I. be identified in the Committee's recommendation to the Board and subsequently to City Council."

- The Operations Committee at its November 13, 1991 meeting carried the following motion (the Committee amended the Barrier Free Accessibility at Hamilton Place project to start in 1992 rather than 1995):

  "That the 1992-1996 Capital Budget Programme be approved as amended."

- The Finance and Administration Committee will receive the foregoing recommendations at its meeting directly prior to the December 19th Board Meeting.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

Summary of the 1992 - 1996 Capital Budget Programme

Project No.	Description	Project Start	Project Finish	1992	1993	1994	1995	1996	1992-96 Total
1.	Replacements/Renovations for Building and Equipment	1992	1996	175,000.	185,000.	90,000.	25,000.	180,000.	655,000.
2.	Hamilton Place - Studio Theatre Equipment and Renovations	1992	1993	32,000.	138,000.				170,000.
3.	Hamilton Place - Great Hall Equipment and Renovations	1993	1993		500,000.				500,000.
	SUB TOTAL (As provided in 1991/95 Capital Budget)			207,000.	823,000.	90,000.	25,000.	180,000.	1,325,000.
4.	Corporate - Automated Facilities Management System *	1992	1993	315,000.	270,000.				585,000.
5.	Copps Coliseum - Purchase of Concession Equipment Inventory	1992	1992	150,000.					150,000.

* This project to be submitted to the Marketing and Sales Committee for their consideration.

Project No.	Description	Project Start	Project Finish	1992	1993	1994	1995	1996	1992-96 Total
6.	Hamilton Convention Centre - Refurbish Wentworth Exhibition Hall	1992	1993	250,000.	250,000.				500,000.
7.	Hamilton Convention Centre - Roofing Replacement	1996	1996					350,000.	350,000.
8.	Hamilton Place - Replacement of Casual Furniture	1994	1994			120,000.			120,000.
9.	Hamilton Place - Barrier Free Accessibility	1992	1992	75,000.					75,000.
				997,000.	1,343,000.	210,000.	25,000.	530,000.	3,105,000.

City of Hamilton

PROJECT NUMBER 1

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: VARIOUS CAPITAL REPLACEMENTS/RENOVATIONS FOR BUILDINGS AND EQUIPMENT
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   Allowance to provide for various replacements and renovations for the three facilities and ancillary equipment.

4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): 1992
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1996

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 655,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 655,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:
6. (a) YEAR OF EXPENDITURE
   - 1992 $ 175,000.
   - 1993 $ 185,000.
   - 1994 $ 90,000.
   - 1995 $ 25,000.
   - 1996 $ 180,000.
   - 1997 & after $
7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   Failing to maintain and replace building components, systems and equipment would result in building and image deterioration, likely to effect our ability to attract and deliver events.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No ☐ Yes ☒ - AT CITY'S COST OF $ 475,000.
- SCHEDULED TO START IN THE YEAR 1992

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

91 November 4
Date

Nov 4/91
Date

Rev. 91/09/10

PROJECT NAME : VARIOUS REPLACEMENTS/RENOVATIONS FOR BUILDING AND EQUIPMENT

Facility/Project Description	1992	1993	1994	1995	1996
1) Hamilton Convention Centre					
a) Automated security system	25,000.				
b) Radio communicaiton system	25,000.				
c) Banqet chair/table replacement		25,000.	20,000.	25,000.	
d) Casual furniture replacement		50,000.			
e) Replace domestic hot water tank			20,000.		
f) Replacementof kitchen equipment					40,000.
2) Hamilton Place					
a) Purchase of hydraulic lift	10,000.				
b) Automated security system	15,000.				
c) Refurbish bars and equipment	25,000.				
d) Roofing repair	65,000.				
e) Repairs/replacement of seat wagons		60,000.			
f) Retrofit follow spots					60,000.
3) Copps Coliseum					
a) Design retail/mall food court	10,000.				
b) Purchase of catering equipment		10,000.			
c) Expand control booth		15,000.			
d) Purchase radio equipment		25,000.			
e) Expand rink level washrooms			50,000.		
f) Replace office furnishings					10,000.
g) Allowance for roofing repairs					35,000.
h) Allowance for seating repairs					35,000.
	$175,000.	**$185,000.**	**$ 90,000.**	**$ 25,000.**	**$180,000.**

City of Hamilton

PROJECT NUMBER 2

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: HAMILTON PLACE – STUDIO THEATRE EQUIPMENT AND RENOVATIONS
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   - Replace/refurbish risers, chairs, sound equipment, kitchen and servery area
   - Allowance for replacement of casual furniture and purchase of tables, bar equipment
   - Work undertaken will broaden the potential for use of this space; keep theatre equipment maintained.

4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): 1992
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1993

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 170,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 170,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:

6. (a) YEAR OF EXPENDITURE
   - 1992 $ 32,000.
   - 1993 $ 138,000.
   - 1994 $
   - 1995 $
   - 1996 $
   - 1997 & after $

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $ 2,000.

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   The risers and chairs have exceeded their life expectancy and will become unsafe to use. Sound equipment must be upgraded to maintain theatre standards. Expenditures relating to catering facilities will afford a diversification of use.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

    No ☐ Yes ☒ - AT CITY'S COST OF $ 170,000.
    - SCHEDULED TO START IN THE YEAR 1992

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

91 November 4
Date

Nov 4/91
Date

Rev. 91/09/10

City of Hamilton

PROJECT NUMBER 3

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: HAMILTON PLACE – GREAT HALL SEATING
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   – Chair frames, components and mechanisms are worn and in need of replacement. Obtaining replacement parts for repairs is very difficult, necessitating complete replacement. The equipment presently in use is approaching twenty (20) years in age.

4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): 1993
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1993

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 500,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 500,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:
6. (a) YEAR OF EXPENDITURE
   - 1992 $
   - 1993 $ 500,000.
   - 1994 $
   - 1995 $
   - 1996 $
   - 1997 & after $
7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $ 2,000.
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   A vital building component will be allowed to deteriorate, adversely affecting our patrons and building image/reputation.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No ☐ Yes ☒ - AT CITY'S COST OF $ 500,000.
- SCHEDULED TO START IN THE YEAR 1992

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

91 November 4
Date

Nov 4/91
Date

Rev. 91/09/10

City of Hamilton

PROJECT NUMBER 4

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: FACILITY MANAGEMENT SYSTEM
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   This Facility Management System will automate the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum from facility reservations to Event Management to event settlement. The purchase of such a system may also benefit the City Culture & Recreation Department with management of its arenas, recreation centres, etc. If both parties benefit from this project a cost sharing arrangement will be sought reducing HECFI's overall cost on this project.
4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): April 1, 1992
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 31, 1993
5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 585,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 585,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:
6. (a) YEAR OF EXPENDITURE
   - 1992 $ 315,000.
   - 1993 $ 270,000.
   - 1994 $
   - 1995 $
   - 1996 $
   - 1997 & after $
7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:
8. ADDITIONAL ANNUAL NET OPERATING GAIN: $ 98,000.
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   This system is required for HECFI to remain competitive in the 1990's. All other major facilities are automated in one way or another.
   Without automation, inefficiencies may result which will adversely effect customer service and HECFI operations.
10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No [X] XX Yes [ ] - AT CITY'S COST OF $
- SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager (for Standing Committee)

Oct. 30/91
Date

Signature of C.A.O. (for Finance & Administration Committee)

Nov 4/91
Date

Rev. 91/09/10

Hamilton
Entertainment
and Convention
Facilities Inc.

Marketing and Sales
c/o Copps Coliseum
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Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **MARKETING AND SALES COMMITTEE**

FROM: Mr. Gabe Macaluso, Managing Director/CEO
Mr. Barry Snetsinger, Director of Marketing & Sales

DATE: 5 November 1991

SUBJECT: **FACILITY MANAGEMENT SYSTEM**

BACKGROUND:

The concept of a completely automated computerized facility management system has been "in discussion" at HECFI since early 1986.

In October of 1988 a recommendation from Mr. Jim Hindson, Director of Information Systems, was forwarded to HECFI senior management for review and discussion. It detailed the following course of action:

1. That a steering committee, comprised of HECFI senior managers, a representative of the City's Department of Culture and Recreation, and Mr. Jim Hindson be formed.

2. That an outside consultant be retained to perform a "needs" study.

3. That a HECFI staffer be designated "Project Manager."

4. That a project timetable targeted towards an early 1992 implementation be developed.

5. That the HECFI capital budgets include an allocation dedicated to this project.

All of the above has been accomplished, and in addition a feasibility study has been completed, extensive orientation and briefing sessions conducted with all HECFI staff, and hardware and software recommendations submitted. The project is now entering its final stages which includes requests for vendor proposals, vendor submissions, evaluations, negotiations, and implementation.

What follows is a brief review designed to highlight the benefits associated with the acquisition of the system as justification for the capital budget request.

INTRODUCTION:

If HECFI is to remain competitive a Facility Management System (FMS) is a necessity.

Most, if not all, of our competitors in both the hospitality and the entertainment business sectors have, or are in the process of acquiring, systems similar to the one which we are currently evaluating.

Our objectives are as follows:

1. To fully integrate the management systems and procedures of all 3 HECFI facilities.

2. To free-up staff time currently devoted to routine administrative functions.

3. To improve the quality of available information and therefore the service to our clients.

The benefits of such a system are:

1. Increased efficiency and productivity resulting in incremental sales.

2. Improved cost and inventory control resulting in better margins.

3. A quicker, better flow of information resulting in improved client satisfaction and retention.

4. Streamlined internal reporting and communications resulting in a more informed management group.

THE COMPETITIVE ENVIRONMENT

Success in the 90's will be based in large part on the ability of an organization to assimilate and process ever increasing amounts of information. Organizations that are not fully automated will be at a distinct competitive disadvantage for the simple reason that they will not be able to keep pace with those organizations that are automated.

Currently the Hamilton Convention Centre is the only facility of its kind that does not have a computerized facility management system.

What follows is a brief summary of the experience of three of our competitors with respect to the implementation of a facility management system.

1. **Ottawa Congress Centre**

   - Sales staff have been able to devote more time to new business development.
   - 5% increase in overall productivity.
   - Some reduction in food waste.
   - Some reduction in inventory carrying costs.

2. **Metro Toronto Convention Centre**

   - 2% increase in annual revenue as a direct result of the system allowing for more staff time devoted to new business development.
   - 5% increase in overall productivity.
   - 2% reduction in inventory carrying costs.
   - 2% reduction in food waste.
   - Margins improved by 1/2%

3. **Edmonton Convention Centre**

   - Smoother, more hassle-free operation.
   - Sales staff have been able to devote more time to business development.
   - Not yet able to quantify revenue increase but they feel that the FMS has definitely helped.
   - Not yet able to quantify productivity increase but they feel that the FMS has definitely had a positive impact.
   - Some reduction in food waste and inventory carrying costs.
   - Food costs have gone down 5%.

FACILITY MANAGEMENT SYSTEM FUNCTIONS

1. Electronic mail/communications connecting all departments.
2. Reservations, and booking confirmations.
3. "On Hold" file.
4. Floor plans.
5. Client data base.
6. Budgets, revenue, costs, by facility, by area, by room.
7. Function sheets.
8. Inventory control.
9. Policy manual.
10. Menu planning and costing.
11. Staff scheduling.
12. Settlements and invoicing.
13. Statement of account.

TANGIBLE BENEFITS OF THE FACILITY MANAGEMENT SYSTEM

Actual documented increases in sales and revenue as a direct consequence of the acquisition of a Facility Management System cannot be accurately assessed until the system is in place and operational for at least one year. However, we believe that the system will save enough administrative time to allow the sales department to generate more new business calls that will in-turn result in additional revenue. Each 1% growth in incremental revenue will result in a $30,545.00 contribution towards HECFI's fixed costs.

In addition we believe the FMS will generate the following tangible benefits to HECFI:

1. The sales department will be able to manage existing accounts more efficiently, and minimize administrative functions thus freeing up more time to devote to the acquisition of new business.

2. Accumulation of a client database that can be used for marketing, sales, and promotional purposes.

3. Staff will be able to retrieve and analyze information faster and more efficiently resulting in improved customer service, and satisfaction and therefore more repeat business.

4. Productivity will increase without having to add more staff (in fact some clerical productivity gains may actually allow for staff reductions.)

5. Food and beverage inventory levels will be more efficiently and accurately monitored.

6. Tighter controls on purchasing will result in better cost control.

7. The FMS will improve our ability to manage margins and will provide the time and formulas for a variety of analysis too complex or time consuming to perform manually.

INTANGIBLE BENEFITS

Intangible benefits cannot be quantified and transformed into dollars and cents, but rather focus on issues such as service, customer satisfaction, goodwill, competitiveness, and staff morale.

We believe the FMS will generate the following intangible benefits to HECFI:

1. Access to better management reports and statistical data for more timely decisions.

2. Immediate response to internal and external inquiries.

3. Provision of current and historical comparisons instantly.

4. Improved internal communications and productivity; reductions in information errors; overall better staff morale.

5. Concentration of information in one source rather than the necessity of consulting a wide variety of sources.

6. A more streamlined, manageable flow of paper.

CONCLUSION:

1. If HECFI is to remain competitive automation is vital.

2. Computerization is part of the cost of doing business in the 90's.

3. The acquisition of a FMS will generate minimum annual inventory control savings of approximately $49,000.00, improvements in staff productivity and operating efficiency that translate into annual cost savings of approximately $68,440.00, and increased annual revenue of at least $30,545.00. In respect of additional operating costs our estimate is that they may approximate $50,000.00.

4. The effect of the FMS on productivity and efficiency will have a positive impact on every aspect of the HECFI operation.

Respectfully submitted,

Gabe Macaluso
MANAGING DIRECTOR/CEO

Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

FACILITY MANAGEMENT SYSTEM CAPITAL BUDGET
SUBMISSION – NOVEMBER 4, 1991
OUTLINE OF EXPENDITURES

EXPENDITURE ITEMS	TOTAL (000)	1992 (000)	1993 (000)	1994 (000)	1995 (000)
HARDWARE (55 terminals, 30 printers, mini-based system, etc)	248.0	130.0	118.0		
SOFTWARE (to meet all our requirements)	94.0	50.0	44.0		
TRAINING/IMPLEMENTATION (for staff and system set-up)	30.0	20.0	10.0		
TAX (PST/GST, if products/services are purchased in Canada)	62.1	30.0	32.1		
US EXCHANGE (if products/services are purchased in U.S.)	17.1	11.0	6.1		
SUBTOTAL	451.2	241.0	210.2		
SOFTWARE MODIFICATION (software customization)	20.0	15.0	5.0		
SALARIES (HECFI-Vince Guglielmo, I/S-Ron Cole)	88.0	64.0	24.0		
CONSULTANT (to assist in FMS selection process)	15.0	15.0	0.0		
TRAVEL (site visits to inspect systems of short listed vendors)	11.0	11.0	0.0		
MISC.-Wiring (physical wiring of facilities for automation)	94.4	48.0	46.4		
-Contingency (for unforeseen items)					
SUBTOTAL	228.4	153.0	75.4		
TOTAL PURCHASE COST	679.6	394.0	285.6		
Available from 1990/91 (budget amounts available)	-99.0	-99.0			
Available-previous years (budget amounts available)	-9.8	-9.8			
FUNDS TO BUDGET FOR	570.8	285.2	285.6		

CAPITAL BUDGET SUBMISSION:	(000)
Budget Submitted 1992	315.0
Budget for 1993	270.0
Total Budget Amount	585.0
Available-previous	9.8
Available from 91/90	99.0
TOTAL ALLOWABLE COST	693.8

ANNUAL NET REVENUE (OPERATING COSTS)	1993 (000)	1994 (000)	1995 (000)
HARDWARE MAINTENANCE (annual fee charged by IBM, Digital, etc.)	-10.0	-10.0	-10.0
SOFTWARE SUPPORT (annual fee for updates and assistance)	-14.0	-14.0	-14.0
SALARIES (expected staff time to maintain system)		-9.0	-9.0
MISC OPERATING COSTS (on going supply costs-disks, toner, paper, etc)	-5.0	-17.0	-17.0
ANNUAL OPERATING COSTS	-29.0	-50.0	-50.0
ANNUAL INVENTORY CONTROL SAVINGS	24.5	49.0	49.0
OPERATING EFFICIENCY & STAFF PRODUCTIVITY	34.2	68.4	68.4
ANNUAL INCREASED SALES	15.2	30.5	30.5
ANNUAL REVENUE INCREASE(SAVINGS)	73.9	147.9	147.9
ANNUAL NET REVENUE (OPERATING COST)	44.9	97.9	97.9

City of Hamilton

PROJECT NUMBER 5

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: COPPS COLISEUM – PURCHASE OF CONCESSION EQUIPMENT INVENTORY
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   Allowance for the outright purchase of concession and kitchen equipment presently installed at the Coliseum. The existing contract for food, beverage and catering services expires 1992 November, at which time the Corporation has the option to purchase the equipment inventory at a depreciated cost.

4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): 1992
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1992

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 150,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 150,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:
6. (a) YEAR OF EXPENDITURE - 1992 $ 150,000.
   - 1993 $
   - 1994 $
   - 1995 $
   - 1996 $
   - 1997 & after $
7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:
8. ADDITIONAL ANNUAL OPERATING COST: $ 8,000.
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   Should the Corporation decide to purchase the existing concession equipment inventory, the required funds would not be available.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No [XX] Yes [ ] - AT CITY'S COST OF $
- SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

91 November 4
Date

Nov 4/91
Date

Rev. 91/09/10

City of Hamilton

PROJECT NUMBER 6

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: HAMILTON CONVENTION CENTRE-REFURBISH/RENOVATE WENTWORTH EXHIBIT HALL
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   The Wentworth Exhibition Hall, with appropriate upgrades and renovations, would be a viable alternative to the Chedoke Hall for all types of events. Renovations would include the installation of a food servery/preparation area, improvements to the floors, walls and ceiling, upgrading of the sound and lighting system.

4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): 1992
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1993

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 500,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 500,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:

6. (a) YEAR OF EXPENDITURE
   - 1992 $ 250,000.
   - 1993 $ 250,000.
   - 1994 $
   - 1995 $
   - 1996 $
   - 1997 & after $

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL NET OPERATING GAIN: $ 141,000.

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   This space will remain difficult to sell to clients as an alternative to the Chedoke Hall.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No [xx] Yes [ ] - AT CITY'S COST OF $
- SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager (for Standing Committee)

91 November 4
Date

Signature of C.A.O. (for Finance & Administration Committee)

Nov 4/91
Date

Rev. 91/09/10

IMPACT OF WENTWORTH HALL RENOVATIONS

If Wentworth Hall were renovated to more closely resemble a ballroom as well as maintaining facilities to house trade/consumer shows, a direct result of such refurbishings will provide a number of benefits to both our clients and HECFI as a whole. The following benefits are anticipated:

-the HCC will be in a better position to house multiple conferences depending on their nature, size and type once Wentworth Hall is renovated. All of the HCC will be decorated consistently compared to the current make up. Clearly, an enhanced Wentworth Hall will add an additional 20,000 square feet of marketable space and potentially increase the revenue base. As well, the HCC will have more opportunities to house larger conferences with this extra space.

-In light of the increased competitive environment that we are currently encountering both with Toronto and now Windsor and the proposed convention centres to be built in London and Burlington, the importance of renovating the Wentworth Hall could never be more crucial than it is today. With new convention centres under construction that are within reasonable distances of the HCC, renovating Wentworth is one method for us to maintain our competitive edge. A renovated Wentworth Hall will make us more versatile and increase our flexibility in order to better manage our forever changing client demands. As well, this renovation will help modernize the HCC as mentioned above and provide us with more marketable space overall. As an example, refer to the Canadian Chamber of Commerce Case Study in Appendix 2.

Our research shows that of the major convention centres we sampled across Canada, most have an exhibit hall, however, unlike ours many are decorated to more suitably accommodate food and beverage functions. Please refer to Appendix 1 for survey results.

-Renovations to Wentworth Hall will make the facilities on the main level of the HCC more conducive to housing general public functions(concerts, dances, festivals, theme nights, and other functions that may be held in conjunction with Hamilton Place). Although such joint functions currently exist, this is one area that can provide substantial benefits since the Great Hall and Wentworth Hall are both on the same level with relatively easy access and are in close proximity to each other.

-Over the last few years the HCC has lost a number of its trade shows, such as the Auto Show, Home Show, Boat Show, and others that have moved to Copps Coliseum since they have expanded and outgrown the HCC. In addition, the new HECFI Marketing structure is proposing that the Sales staff concentrate on the "HECFI sell" and steer trade shows to Copps Coliseum if possible. The original purpose of Wentworth Hall, which was to facilitate trade/consumer shows has changed somewhat and the demand for exhibit facilities is not as strong today as it may have been in the past. Based on the above, Wentworth Hall will be used to accommodate more meetings and food and beverage

functions as our convention numbers increase. This can only be accomplished by renovating the Wentworth Hall.

The traditional convention has plenaries, work shops, meal functions, and often a trade show component. Although the exhibited trade show products depend on the industry that they are from, in the history of the HCC there have not been many instances where a trade show required the sole services of a real exhibition hall like Wentworth. In fact most prefer to be in a more comfortable setting such as that found in the Chedoke Ballroom.

-The HCC kitchen has been expanded to accommodate food preparation for 2,000 people. In our peak season the average food preparation is for 1,200 - 1,500 people, with the odd exception where this amount is exceeded. With the renovations to the Wentworth Hall, the excess kitchen capacity (500 people) can be utilized and will allow the sales department to book more food functions thereby increasing revenues and profits.

-a sophisticated renovation of Wentworth Hall will definitely increase client satisfaction and enhance the client experience. The renovation will provide the HCC with 20,000 square feet of more marketable space. If it were renovated to resemble anything close to the Chedoke Ballroom, many opportunities would arise. It would provide the HCC much more versatility in terms of room options available to clients and probably reduce our costs by not having to tear down/set up the Chedoke Ballroom as much under extreme time constraints in order to meet the clients' demands. In addition, since Wentworth Hall is on the ground level, ease of access will be a major benefit to the HCC especially to senior citizens and the physically challenged.

FINANCIAL IMPLICATIONS:

Data from the years 1988, 1989 and 1991 are used for the following calculations. The year 1988 was a relatively good year for activity in the HCC, 1989 was a banner year and 1991 was a slower year reflecting the recession. Data from the above years will provide an accurate estimate for information used in the calculations.

Percentage of Use for Wentworth vs Chedoke:

	1988	1989	1991	3 Yr Avg
Wentworth	29%	35%	27%	30%
Chedoke	34%	40%	31%	35%

The following calculations can be made:

		Avg. Event Days Per Year
Wentworth	30% of 365 days/yr	110
Chedoke	35% of 365 days/yr	128
Difference(Chedoke over Wentworth)		**18**

1) -Proposed 1992 square footage rate for Wentworth is 14¢/sq.ft.
-Proposed 1992 square footage rate for Chedoke is 18¢/sq.ft.
-Wentworth is used on average 110 days per year

Assume: Wentworth Hall is renovated to resemble Chedoke.

Avg Event Days/yr(Wentworth) x (1992 Chedoke sq. ft. rate less) x sq. ft. of Wentworth
(1992 Wentworth sq. ft. rate)

= Anticipated Revenue

110 x (.18 - .14) x 19662 = **$86,513.00**

As a result of the renovations and the subsequent square footage rate increase, $86,513.00 in increased revenues will be generated.

2) -Wentworth Hall stands to be utilized an average of 18 event days more than it currently is. This will be the same level that Chedoke is at.
-with a renovated Wentworth, a square footage rate of 18¢/sq. ft. can be justified.

Increase in Avg Event Days x 1992 proposed sq. ft. rate x sq. ft. of Wentworth

= Anticipated Revenue

18 x .18 x 19662 = **$63,705.00**

As a result of increased activity, $63,705.00 in increased room rental revenues will be generated.

In total, if renovations are made to the Wentworth Hall and its utilization increases to the level of the Chedoke Ballroom, $150,218.00 can be expected in increased revenues per year. This amount is a conservative amount and has minimal costs associated with it since most of the extra costs are recovered from clients when they are charged for space on a square footage basis. Calculations used are based on the square footage rates and not on actual rack rates. Currently the HCC's rack rates in Wentworth and Chedoke have a 5¢ per square foot differential when divided by the square footage space of each room.

Whereas, the proposed square footage rates used in the calculations show a 4¢ per square foot differential.

As well, there is the definite possibility of higher revenues being achieved if after renovations the space becomes utilized with more meetings and food and beverage functions.

CONCLUSION:

By renovating Wentworth Hall, the extra $150,218.00 in additional annual revenue less $9,218.00 annual operating costs will more than offset the fixed cost of these renovations at the HCC.

The renovation will also allow the objectives proposed in the 1992 Marketing Plan to be achievable.

Based on the information contained in this document, we recommend that approval be given to commence renovations of the Wentworth Hall immediately.

City of Hamilton

PROJECT NUMBER 7

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: HAMILTON CONVENTION CENTRE – ROOFING REPLACEMENT
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   By 1996, the Convention Centre's roofing system will require major maintenance i.e. replacement. At fifteen (15) years of age, the roofing system will be approaching its life expectancy.

4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): 1996
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1996

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 350,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 350,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:
6. (a) YEAR OF EXPENDITURE
   - 1992 $
   - 1993 $
   - 1994 $
   - 1995 $
   - 1996 $ 350,000.
   - 1997 & after $
7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $ Ø.
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   The maintenance of a vital building component will not be adequately provided for.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No [xx] Yes [ ] - AT CITY'S COST OF $
- SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

91 November 4
Date

Nov 4/91
Date

Rev. 91/09/10

City of Hamilton

PROJECT NUMBER 8

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: HAMILTON PLACE – REPLACEMENT OF CASUAL FURNITURE
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   Replacement of all casual furniture on the main, piano nobile, first and second balcony levels. Replacing the original, worn and outdated furnishings will increase significantly the visual and comfortable appeal of the interior.

4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): 1994
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1994

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 120,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 120,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:
6. (a) YEAR OF EXPENDITURE
   - 1992 $
   - 1993 $
   - 1994 $ 120,000.
   - 1995 $
   - 1996 $
   - 1997 & after $
7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   The existing furniture is worn and outdated. Failing to provide for its replacement will adversely affect our patrons' comfort/enjoyment and the building's image and reputation.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No [XX] Yes [ ] - AT CITY'S COST OF $
- SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

91 November 4
Date

Nov 4/91
Date

Rev. 91/09/10

City of Hamilton

PROJECT NUMBER 9

1992-1996 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HECFI
2. PROJECT NAME: HAMILTON PLACE – BARRIER FREE ACCESSIBILITY
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   Improvements to building so as to afford barrier free access for the disabled. Improvements recommended include ramp for Stage Door entrance, Studio Theatre corridor; power assists for interior doors; upgrades to washroom facilities and hearing impaired communications system.

4. (a) PROJECT STARTING (Year of O.M.B. approval) DATE (MONTH-YEAR): 1992
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1992

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 75,000.
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 75,000.
   (d) ANNUAL CAPITAL FINANCING COST: $
   (e) TOTAL CARRYING COST OF RETIRING DEBT: $
   (f) NATURE OF FINANCING:
6. (a) YEAR OF EXPENDITURE
   - 1992 $ 75,000.
   - 1993 $
   - 1994 $
   - 1995 $
   - 1996 $
   - 1997 & after $

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   Disabled individuals will continue to be inconvenienced; building will not conform to barrier free design standards.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No [XX] Yes [ ] - AT CITY'S COST OF $
- SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager (for Standing Committee)

91 November 4.
Date

Signature of C.A.O. (for Finance & Administration Committee)

Nov 4/91
Date

Rev. 91/09/10

2

CITY CLERK'S DEPARTMENT

MEMORANDUM

****

TO:	Pat Bennett Secretary H.E.C.F.I.	YOUR FILE:	
FROM:	K. E. Avery City Clerk City Clerk's Department	OUR FILE: PHONE:	 546-4587
SUBJECT:	APPOINTMENT OF COUNCIL MEMBERS TO HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BOARD	DATE:	1991 December 6

Please be advised that City Council at its Inaugural meeting held 1991 December 6 made the following appointments to the Hamilton Entertainment and Convention Facilities Inc. Board for a term to expire 1994 November 30:

Mayor R. M. Morrow
Alderman B. Charters
Alderman T. Anderson
Alderman F. Eisenberger
Alderman H. Merling

Kindly ensure that appropriate action is taken with respect to this matter.

Dear Board of Directors and Staff:

Just a note to thank you for your thoughtfulness and to let you know Wally is improving as each day comes! thanks again and Merry Xmas to you all!

Sincerely,
Phyllis, Ellen, Wayne &
Janet, Kim, Keith & Abbey,
Glen & Brent Guetzky.

JUNIOR ACHIEVEMENT
YOUR INVESTMENT IN FREE ENTERPRISE

JUNIOR ACHIEVEMENT
OF HAMILTON/WENTWORTH
48 FERGUSON AVE. S.
HAMILTON, ONTARIO L8N 2M5
TELEPHONE: (416) 525-5343
FAX: (416) 525-9755

December 4, 1991

Mr. Gabe Macaluso
Managing Director/CEO
HECFI
101 York Blvd.
Hamilton, Ontario
L8R 3L4

Dear Gabe:

On behalf of the Board of Governors and the Board of Directors of Junior Achievement of Hamilton/Wentworth, I would like to express our thanks for the cooperation and assistance we received for our annual Governors' Dinner.

All of the staff at the Convention Centre were most helpful, both during the planning stages and during the event itself. Everyone was cooperative, the dinner was great and everything was run smoothly and professionally.

Thank you as well for your assistance in providing dinner for the Up With People group. Their performance added much to our event and your help is much appreciated.

Please pass along our sincere thanks to all concerned, it was a most successful evening.

Yours truly,

Carol

Carol Houslander
Executive Director

CH/aj

3.

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, November 22, 1991
8:00 a.m.
COPPS COLISEUM, Hamilton Room

REGULAR MINUTES

PRESENT:	Mr. G. Kay, Chairman Alderman D. Agostino, First Vice-Chairman Mr. F. DeNardis, Second Vice-Chairman Mayor R. Morrow Alderman W. McCulloch Alderman H. Merling Alderman T. Murray Mr. N. Levitt Mrs. M. Dow Mr. W. Tidball Mr. W. McFarland Mr. M. Ryder Mr. A. DiIanni
ALSO PRESENT:	Mr. G. Macaluso Mr. J. Leuser Mr. B. Snetsinger Mr. B. Calder
REGRETS:	Alderman J. Gallagher Alderman T. Jackson Alderman D. Drury

1. Opening Remarks

The Chairman called the Regular Session to order at 10:05 a.m.

A. Marketing and Sales Committee Fourth Report of 1991

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

THE MARKETING AND SALES COMMITTEE FOURTH REPORT OF 1991 BE APPROVED AND THE FOLLOWING RECOMMENDATION BE ENDORSED:

> **THAT H.E.C.F.I. CONTINUE WITH THE PRACTICE OF ALLOWING THE LOCAL ART COMMUNITY TO DISPLAY THEIR WORKS IN THE PIANO NOBILE LOUNGE AT HAMILTON PLACE; and**
>
> **THAT A SIMPLE, FORMAL CONTRACT BETWEEN THE ARTIST/ORGANIZATION AND H.E.C.F.I. BE DEVELOPED; and**
>
> **THAT THE CONTRACT BE ENDORSED PRIOR TO ANY ART EXHIBITION; and**
>
> **THAT THE ARTIST/ORGANIZATION BE REQUIRED TO PROVIDE A MODEST DEPOSIT PRIOR TO THE EXHIBITION.**

MOTION CARRIED.

B. Approval of By-Law No. 4

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

WHEREAS THE FINANCE AND ADMINISTRATION COMMITTEE AT ITS OCTOBER 17, 1991 MEETING PROPOSED THAT THE BOARD OF DIRECTORS BE SERVED A NOTICE OF MOTION OF THE PROPOSED BY-LAW NO. 4 AMENDING SECTION FIVE, CLAUSE 5.02 OF H.E.C.F.I. SPECIAL BY-LAW NUMBER 1 FOR THE PURPOSE OF INCLUDING THE DIRECTORS OF FINANCE AND ADMINISTRATION; MARKETING AND

SALES; and OPERATIONS/EVENTS DELIVERY AS OFFICERS OF THE CORPORATION; and

WHEREAS THE BOARD RECEIVED NOTICE OF THE PROPOSED BY-LAW NO. 4 AT ITS MEETING HELD OCTOBER 25, 1991 IT IS HEREBY RECOMMENDED THAT THE FOLLOWING BY-LAW BE ADOPTED BY THE BOARD OF DIRECTORS:

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

BY-LAW NO. 4
Being a by-law to amend Special By-law No. 1, which relates generally to the affairs of the Corporation.

WHEREAS the City of Hamilton Act 1985 section 30(1) provides for the indemnification of every director or officer of the corporation from any liability and all costs, charges and expenses that he or she sustains in respect of any action done in the execution of the duties of his or her office;

WHEREAS the corporation has insurance to cover the indemnification of Directors and Officers of the corporation in accordance with By-law No. 1 section 6.03 and in accordance with the Provincial Legislation; and

WHEREAS the Board of Directors of Hamilton Entertainment and Convention Facilities Inc. deems it expedient to recognize the positions of Director as referenced in the recent corporate reorganization as Officers of the corporation for purposes of indemnification;

NOW THEREFORE the Board of Directors for Hamilton Entertainment and Convention Facilities Inc. hereby enacts as follows:

That By-law No. 1 be amended with the addition of section 5.04 as follows:

5.04 (a) Subject to the City of Hamilton, 1985 Act as amended, the Board may appoint the following Officers: Director of Finance and Administration, Director of Marketing and Sales and Director of Operations/Events Delivery.

(b) **The Board may define by by-law or resolution the duties and responsibilities of these positions in accordance with the City of Hamilton Act, 1985 as amended.**

PASSED by the Board of Directors this day of 1991.

UNANIMOUSLY CONFIRMED, RATIFIED AND APPROVED by the Members this day of 199 .

WITNESS the Corporate Seal of the Corporation.

Secretary **Chairman**

MOTION CARRIED.

C. Community Dinner: B'Nai Brith, February, 1992

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

THE BOARD PURCHASE A TABLE OF TEN TO THE FEBRUARY 3, 1992 B'NAI BRITH SPORTS CELEBRITY DINNER AT A COST OF $850.

MOTION CARRIED.

2. Correspondence

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

CORRESPONDENCE INCLUDED IN THE AGENDA PACKAGE AS ATTACHMENT 2 BE RECEIVED.

MOTION CARRIED.

3. Minutes of October 25, 1991 Regular Session

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

THE OCTOBER 25, 1991 REGULAR SESSION BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 H.E.C.F.I. Consolidated Summary of Revenue and Expenditures For the Nine Month Period Ended September 30, 1991

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

THAT THE H.E.C.F.I. CONSOLIDATED SUMMARY OF REVENUE AND EXPENDITURES FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1991 BE RECEIVED.

MOTION CARRIED.

5. New Business

Nil

6. Other Business

6.1 Good Shepherd Centres - Annual Christmas Dinner

The CEO advised the Board that the Little Brothers of the Good Shepherd will be holding their Annual Christmas Dinner at the Convention Centre, Wentworth Room, Saturday, December 21, 1991 at 1:00 p.m. Any Board Member wishing to donate his or her time to serve the guests are requested to contact the Legislative Assistant.

6.1 Election/Appointment Process

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

THE NOVEMBER 18, 1991 REPORT BE RECEIVED.

MOTION CARRIED.

7. In-Camera Motions

The following Motions were carried during the In-Camera Session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 8:19 A.M.

THAT EFFECTIVE JANUARY 1, 1992 NON-UNION PART-TIME EMPLOYEES OF H.E.C.F.I. WHO HAVE COMPLETED THREE YEARS OF SERVICE RECEIVE A VACATION PAY ENTITLEMENT OF 6% RATHER THAN THE CURRENT STATUTORY MINIMUM OF 4%.

THAT THE RECOMMENDATION RESPECTING H.E.C.F.I. LEGAL SERVICES BE REFERRED BACK TO THE FINANCE AND ADMINISTRATION COMMITTEE FOR REVIEW.

THAT THE OCTOBER 25, 1991 IN-CAMERA MINUTES BE APPROVED.

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 10:05 A.M.

8. Date of Next Meeting

The Board agreed that a second Workshop/Information Session to further discuss the recommendations of the Comprehensive Audit would be postponed to early in the new year; and that it would be *business as usual* for the month of December. The next regular meeting of the full Board is scheduled to take place:

Friday, December 27, 1991
8:00 A.M.
Hamilton Convention Centre, Room 314

9. Motion to Adjourn

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

THE REGULAR SESSION BE ADJOURNED AT 10:10 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Gene Kay, Chairman of the Board

Patricia Bennett, Secretary

4.1

Consolidated (i.e. Combined Results For Three Facilities)
Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1991

Actual Results For The Ten Month Period Ended October 31, 1990		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$6,041,561	Revenue	$6,355,840	$5,661,740	$ <694,100>
8,398,127	Expenditures	8,760,399	7,697,386	1,063,013
$2,356,566	Excess of Expenditures Over Revenue Before Rightsizing Adjustment	$2,404,559	$2,035,646	$ 368,913
-	Rightsizing Adjustment	-	$ 232,851	$ <232,851>
$2,356,566	Excess of Expenditures over Revenue from Operations	$2,404,559	$2,268,497	$ 136,062

Comments:

HECFI's municipal contribution, before the rightsizing adjustment, was under-expended by $368,913 (see row 3, column 3 above) for the ten month period ended October 31, 1991. This represents a decrease of $23,918 in the previously reported under expended municipal contribution (before rightsizing) at September 30, 1991.

As illustrated above, there is a separate charge of $232,851 related to carrying the cost of HECFI employees that have been turned over to the Rightsizing Committee of the City. This amount is projected to increase to approximately $285,000 by December 31, 1991. The City Treasurer advises that "the plan for determining the credit for the rightsizing adjustment for HECFI will be made at the year end when the amount of the Surplus/Deficit relating to the approved municipal contribution is known and future capital expenditure requirements have been tabulated and approved by your Board".

Please note that it is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

November 29, 1991

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Attachments

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CONSOLIDATED STATEMENT OF REVENUE AND EXPENDITURE

	Budgeted Operating Results For The Ten Month Period Ended October 31 1991	Actual Operating Results For The Ten Month Period Ended October 31 1991	Favourable/ (Unfavourable) Budget Variance Amount	%	Actual Operating Results For The Ten Month Period Ended October 31 1990
	(1)	(2)	(3)	(4)	(5)
NUE					
LTON CONVENTION CENTRE	$2,882,900	$2,593,284	($289,616)	-10.0%	$3,111,020
LTON PLACE	1,182,939	980,387	(202,552)	-17.1%	972,186
S COLISEUM	1,838,298	1,706,831	(131,467)	-7.2%	1,463,065
OFFICE	362,543	293,404	(69,139)	-19.1%	428,490
ER REVENUE	89,160	87,834	(1,326)	-1.5%	66,800
AL REVENUE	$6,355,840	$5,661,740	($694,100)	-10.9%	$6,041,561
PENDITURE					
MILTON CONVENTION CENTRE	$2,706,290	$2,357,711	$348,579	12.9%	$2,659,839
MILTON PLACE	1,620,778	1,266,489	354,289	21.9%	1,877,811
PPS COLISEUM	1,878,119	1,730,657	147,462	7.9%	1,679,637
INANCE & ADMINISTRATION	528,810	517,831	10,979	2.1%	489,387
OX OFFICE	386,599	359,024	27,575	7.1%	434,445
ANAGING DIRECTOR/CEO	153,230	151,743	1,487	1.0%	136,545
DMIN.-BOARD/COMMITTEE	138,754	130,385	8,369	6.0%	126,682
ROFESSIONAL FEES	55,840	40,308	15,532	27.8%	89,032
ARKETING/SALES	1,291,979	1,143,238	148,741	11.5%	904,749
IGHT SIZING	0	232,851	(232,851)	0.0%	0
	$8,760,399	$7,930,237	$830,162	9.5%	$8,398,127
EXCESS OF EXPENDITURE FROM OPERATIONS	$2,404,559	$2,268,497	$136,062	5.7%	$2,356,566
CONTRIBUTION FROM THE CITY	$2,404,559	$2,404,559	$0	0.0%	$2,351,586
UNDER EXPENDED MUNICIPAL CONTRIBUTION	$0	$136,062	$136,062	0.0%	($4,980)

NOTE: It is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly these financial statements do not reflect these costs.

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